

A close-up, high-contrast photograph of a soldier's face. The soldier is wearing a camouflage-patterned beret. Their eyes are green and looking slightly to the right. There is green camouflage paint smeared under their eyes and on their cheeks. The skin appears weathered and has some dirt or paint on it. The background is dark and out of focus.

# The NCO Journal

Vol. 13 No. 4

October 2004

A Quarterly Forum for Professional Development

## *'Gut Check'*

*NCO/Soldier  
of the Year  
competition*

Page 6



# The NCO Journal

Vol. 13, No. 4

October 2004

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Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members.

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## Leadership

### Who's the best of the best?

*Just last month 20 Soldiers from around the Army traveled to Virginia to compete in the ultimate gut check to see who would be named the Army's Soldier and NCO of the Year.*

— Page 6

### Gunning for Safety

*The Army is targeting a serious upward trend in accidental/negligent discharges of small arms. Many Soldiers have lost their lives because of this problem.*

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## On Point

### NCO History

*How did the NCO become known as the backbone of the Army? When did insignia become the preferred method of denoting rank. Read the whole story.*

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## Training

### Corporal Recruiters

*The Army is looking to its youngest leaders to recruit its newest Soldiers. See how Corporal Recruiting is filling the bill.*

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*Command Sgt. Maj. Holland says the Reserves and Guard are doing a great job in the Global War on Terrorism.*

— Page 28

### On the cover...

*Sgt. Christopher J. Fischer, 95th Maintenance Company, Schofield Barracks, Hawaii, was one of just 20 competitors this year vying for the title of 2004 Soldier/NCO of the Year last month.*

*(Photo by Sgt. Reebea Critser, Office of the Chief of Public Affairs)*

# Teaching Soldiers safety is as critical at home as in combat

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***“It just breaks my heart to see soldiers who’ve served honorably in combat, return home only to die in an accident.”***

***Kenneth O. Preston  
13th Sgt. Maj. of the Army***

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Over the last eight months, we completed the largest movement of forces since World War II. This movement and transition of forces was seamless. Over 250 thousand Soldiers, thousands of vehicles, and hundreds of thousands of tons of equipment transitioned from Operation Iraqi Freedom (OIF) 1 to the currently deployed rotation, along with Soldiers and equipment from Operation Enduring Freedom’s (OEF) 4<sup>th</sup> and 5<sup>th</sup> rotation.

This seamless transition is a tribute to the work and efforts of the planners, logisticians, leaders and all the Soldiers who planned, coordinated, and executed this huge operation. As you read this article, planners and logisticians are already preparing and coordinating for the movement of the next transition for OIF 3 and OEF 6.

With all of this movement, the Army’s senior leadership continues to keep a close eye on safety. As Soldiers return from long deployments, they have a natural tendency to try to make up for lost leisure time. It just breaks my heart to see Soldiers who’ve served honorably in combat, return home, only to die in an accident. I ask leaders at every level, especially at the squad, platoon and company level, to pay close attention to the reintegration of their Soldiers, talk safety, and then enforce it. Our Soldiers are the centerpiece of our formation. It takes leaders talking to Soldiers about their behavior to make a change. The Army’s Safety Center, <http://safety.army.mil>, is a great place to get the latest tips on preventing accidents.

This magazine is one that I strongly encourage NCOs at all levels to read and share with their peers, subordinates and superiors. Along with in-depth coverage of the NCO and Soldier of the Year competition, there is an important article on the storyline behind BNCOC and ANCOC changes every NCO should know.

You’ll also read about the Corporal Recruiter program, and the opportunity for young leaders to grow and develop while contributing to the continued success of our accessions goals.

It’s also fitting that this issue contain history of the professionalization of the NCO Corps. Our legacy is something we should be proud of and strive to learn more about. We are the greatest enlisted force in the world; this article will tell you why.

Finally, I would like to welcome the *NCO Journal*’s incoming editor, Master Sgt. Sue Harper. I saw her in action at the NCO and Soldier of the Year competition, and know she will help make the *NCO Journal*, the *Popular Mechanics* of the Army’s non-commissioned officer corps. My thanks as always to the entire staff for the many hours of work they put into “our” magazine.

HOOAH!

**Kenneth O. Preston  
Sergeant Major of the Army**



Photo by Dave Crozier

***Sgt. Maj. of the Army Kenneth O. Preston talks to a couple of Soldiers during the 2004 Department of the Army NCO/ Soldier of the Year Competition, Sept. 11-18. The annual event which began at Fort Lee, Va. and ended with an awards ceremony at Fort Myers, Va., tested 20 of the Army’s top Soldiers on several events including land navigation, marksmanship and other warrior tasks.***



# Fall In

## Policy changes for Combat Medical Badge eligibility

The Army's Chief of Staff recently implemented changes in the policy for awarding the Combat Medical Badge.

In a Department of the Army letter dated July 15, Gen. Peter J. Schoomaker outlined the changes the Deputy Chief of Staff, G1, made to the eligibility requirements for the CMB.

Medical personnel assigned or attached to an infantry, an armor or ground cavalry unit or any ground combat arms unit of brigade size or smaller are now eligible to be awarded the CMB if the infantry unit they are attached or assigned to is engaged in ground combat.

Special forces personnel who possess the military occupational skill of Special Operations Medical Sergeant who successfully performed medical duties while with a Special Forces unit during ground combat are also eligible.



Soldiers in the rank of colonel and below in the Army Medical Department are eligible for the award. Naval captains and below and air force colonels and below who are assigned or attached to the Army may also receive the award for satisfactory performance of their medical duties while in ground combat. The award is not presented to general or flag officers.

The Combat Medical Badge is an oxidized silver badge one inch in height and one and a half inches in width, consisting of a stretcher crossed by a caduceus surmounted at top by a Greek cross, all on and over an elliptical oak wreath. Stars are added to indicate subsequent awards; one star at top for the second award, one star at top and one at bottom for the third award, one star at top and one at each side for the fourth award.

## Simple errors delay mail

Something as simple as adding the name of the destination country to an address can delay the delivery of mail to servicemembers overseas.

Help is needed from families and friends of deployed servicemembers to make the postal system run more smoothly.

Stateside senders are slowing the delivery of the mail by not properly addressing letters and packages. The sender needs to know the name of the country and the name of the base camp where a servicemember is stationed

Writing Kuwait or Iraq on a letter or package can delay it significantly because it is routed through civilian military channels instead of military ones. The civilian sorting machines cannot recognize if a letter or package \ intended for an Army or Fleet Post Office address.



## Operation Blue to Green

The Department of Defense announced that sailors and airmen are now able to "Go Army" under a new program intended to rebalance the size of the military.

Under "Operation Blue to Green," the Army will reach out to sailors and airmen and underscore the advantages of swapping their present uniform for Army green.

Among them is the faster pace of Army promotions. For example, a Soldier pins on the rank of E-6 at least four years quicker than an airman holding the same skill.

Both the House of Representatives and the Senate have shown an interest in increasing the Army's strength over the next few years. In fiscal 2005, the Navy is planning a force reduction of 8,000 while the Air Force will trim more than 20,000.

For more information visit, <http://www.goarmy.com/btg/index.jsp>, or call (404) 464-7276.

## Free childcare provided to RC Soldiers on R&R leave

A nonprofit organization dedicated to helping families find high-quality child care is working to provide free care to Army National Guard and Reserve Soldiers on rest-and-recuperation leave.

The National Association of Child Care Resource and Referral Agencies launched "Operation Child Care" in May. To date, more than 5,000 child care providers have signed on to provide at least four, free hours of child care to RC Soldiers.

Three major commercial chains that specialize in child care – KinderCare® Learning Centers, Bright Horizons Fam-

ily Solutions® and LaPetite Academy® centers – also have signed on to provide free care. KinderCare and LaPetite are each providing one full day of child care free of charge to eligible

Soldiers. Bright Horizons is providing two days of free child care.

For more information on the program, visit the Operation Child Care's web

site at <http://www.childcareware.org/en/operationchildcare/>. The site also includes helpful information concerning child care and parenting.

(Source: American Forces Press Service)





# Fall In

## Guard, reserve can seek reimbursement for medical, dental claims

National Guard and reserve members who paid their medical and dental bills and saved their receipts may now seek reimbursement from TRICARE.



The system will begin processing medical and dental claims for Guard and reserve members who meet certain eligibility requirements. Only guardsmen and reservists issued "delayed-effective-date active-duty orders" for more than 30 days in support of a contingency operation, and their families, may be eligible to have medical claims reimbursed.

More information on how to submit claims, or to see if your expenses are eligible for reimbursement, is available from the TRICARE Web site <http://www.tricare.osd.mil/news/2004/news0416.cfm>.



## Special Forces seeks Soldiers

Special Forces is looking for male, active duty Soldiers E-4 to E-7 or O-2, All from MOS', interested in joining the ranks of the "Green Berets." Contact [sfrrt-eur@hq.1perscom.army.mil](mailto:sfrrt-eur@hq.1perscom.army.mil) for information and tell them your permanent duty station.

## Army announces FY05 and FY06 Modular Brigade Force Structure Decisions

The Department of the Army announced force structure basing decisions for the new brigade combat team (units of action) BCT(UA)s in fiscal years (FY) 2005 and 2006.

The temporary stationing of modular BCT(UA)s is critical to ensure the Army is properly postured to fully support its strategic commitments, including ongoing operations in support of the global war on terror. Additionally this allows the Army to continue its transformation to a campaign-quality force with joint and expeditionary capabilities that meet the future demands of the Combatant Commanders.

In FY 05, the Army will stand up and temporarily station new modular BCT(UA)s at Fort Polk, La., Fort Richardson, Alaska, and Ft Hood, Texas. As part of the decision, the 2nd Cavalry

Regiment, currently at Ft Polk will move to Ft Lewis, Wash. and convert to a Stryker Brigade Combat Team.

In FY 06, pending permanent stationing consistent with Base Realignment and Closure (BRAC) analysis in 2005, the Army will form and temporarily station BCT(UA)s at Fort Benning, Georgia; Fort Bliss, Texas; Fort Bragg, North Carolina; and Fort Riley, Kansas.

The locations were selected based on existing capacities, available training space, and current locations of similar units. The Army will revisit the locations of these units during the 2005 Base Realignment and Closure process.

The new modular forces will be capable of operating across the entire range of military operations. As part of Army transformation, capabilities previously found within the divisions and corps will

be shifted to the BCT(UA). These new brigades are the first conversions in army transformation and are designed to deploy/employ as independent units in support of the joint force.

On January 30, 2004, the Office of the Secretary of Defense approved increasing the number of active modular Brigade Combat Team Units of Action (BCT(UA)) from 33 to 43 between FY 04-06. In accordance with the Army Campaign Plan, the Army began converting to modular designs in FY 04 with three BCT(UA)s temporarily stationed at Fort Stewart, Georgia; Fort Campbell, Kentucky; and Fort Drum, New York. The FY 05-06 actions are a continuation of that effort.

For more information contact: Lt. Col. Christopher Rodney at 703-697-3491, [christopher.rodney@hqda.army.mil](mailto:christopher.rodney@hqda.army.mil).

## Families to reap benefits of software deal

Computer savvy Soldiers, Army employees and families can now increase their software collections a little easier with help from the Army Small Computer Program's Employee Purchase Program.

The ASCP expanded its program by including Microsoft software, thus increasing the products available for purchase. Soldiers can now buy Microsoft products at discounted rates.

Microsoft was selected to be available through the EPP in conjunction with the Army's Microsoft Enterprise License Agreement, created last year.

The ASCP allows Soldiers and their families, National Guard, reservists and civilian employees to buy personal computers and software at discounted rates.

The software available for purchase includes Microsoft Office 2003, Windows XP, FrontPage 2003 and Microsoft Publisher. For home and personal use Digital Image Pro, MS Press book, X-Box games, fun and games software and developmental tools software are also available.

Microsoft is not the only company offering specials. The program includes Apple, Dell, IBM, Hewlett Packard, Micron and Microsoft. Products available to buy range from top-of-the-line desktops and notebooks to I-Pods, digital cameras and printers.

To participate in the EPP through ASCP, buyers need an AKO e-mail account and verification of being employed by the Army. For more information on the program visit ASCP web site at <https://ascp.monmouth.army.mil>

# Fall In

## Army announces special recruiter assistance program

The Department of the Army recently announced a Special Recruiter Assistance Program (S-RAP) that will offer our Soldiers who have served on the front lines, the opportunity to convey their experiences to their local communities. This initiative will enable families, friends, local organizations and leaders to hear first hand accounts of the war through the voices of their hometown heroes.

Effective Sept. 1 enlisted Soldiers in the Continental United States who have served in support of Operation Enduring Freedom (OEF) or Operation Iraqi Freedom (OIF) may request to participate in S-RAP. In addition to being a veteran, Soldiers must also meet HRAP criteria outlined in AR 601-2 (Army Promotional Recruiter Support Programs). S-RAP participants will serve in a temporary duty (TDY) status for a period up to 14 days and may claim reimbursement for travel expenses and per diem allowance for the period of TDY. Further, the TDY may be taken in conjunction with ordinary leave. U.S. Army Recruiting Command will allocate funding for this initiative and is responsible for managing the program.

OEF/OIF enlisted Soldiers who want to participate must submit their applications online at [www.usarec.army.mil](http://www.usarec.army.mil). All requests

will undergo a screening process and will take at least seven days to complete. USAREC's HRAP manager will notify Soldiers who pass the screening via email. This email will also include the name and address of the recruiting company where the participants will perform their S-RAP duty. Upon receipt of notification,

these Soldiers must have their requests (DA Form 4187) approved by the first Lt. Col. in the Soldier's chain of command. Soldiers will fax the 4187 to USAREC at



### S-RAP Application

Special Recruiter Assistance Program

(502) 626-0943 and upon receipt a DD Form 1610 will be completed and sent to the email address of the Soldier and unit personnel section, as provided on the DA Form 4187.

The OEF/OIF Soldiers will report to the designated recruiting station commander on the day the S-RAP commences in their Desert Camouflage Uniform (DCU) with a DD Form 1610 authorizing S-RAP participation. S-RAP Soldiers will work not less than 40 hours per week during their tour.

For additional information about the Special Recruiter Assistance Program please contact the U.S. Army Recruiting Command HRAP Manager, Mr. Walter Withers at (502) 626-0448 or 1582.

## DoD announces broader access to FVAP Web site

In response to concerns from citizens residing overseas, the Department of Defense announced today that access to the Federal Voting Assistance Program (FVAP) Web site at <http://www.fvap.gov> has been modified to further increase the number of Internet service providers able to access the site.

DoD Web protection measures are necessary in order to protect the DoD network. While the changes will make the FVAP website accessible to most users, it does not automatically guarantee 100% access to the site. There are many networks that make up the Internet, and some of these networks may employ independent protection mechanisms that prevent communication with the system.



## Group helps families achieve American dream

A nonprofit organization, Military Housing Assistance Fund, is helping servicemen and women who want to buy a home but can't afford the down payment or closing costs.

The fund gives U.S. servicemembers a chance to realize the American dream of home ownership, he said. It also gives private citizens a way to contribute needed support to those in military uniform who protect our country's freedom every day.

MHAF is one of the very few, if not the only, major charities in the United States that gives 100 percent of the funds it receives to the intended beneficiaries, officials said.

MHAF also assists members of National Guard and Reserve units whose activation and deployment has caused them extreme financial hardship.

Military Housing Assistance Fund is a fund of Financial Counselors of America. FCA is a 501(c) 3 nonprofit organization founded in 1991, with headquarters in Memphis, Tenn. FCA is a member in good standing of the Better Business Bureau, and is an approved mortgage counselor for both Fannie Mae and the Department of Housing and Urban Development.

For more information visit the MHAF Web site at <http://www.militaryhousingassistancefund.org/>.



MILITARY HOUSING ASSISTANCE FUND



# Fall In

## Military seeks to protect against identity theft

As stricter penalties go into effect for identity theft, the Defense Department and the services are taking steps to protect servicemembers, their families and DoD civilians from being victimized.

Identity theft occurs when someone uses another person's name, Social Security number or other personal information to apply for credit, buy goods and services, or commit other fraud.

For more information, read the article at [http://www.defenselink.mil/news/Jul2004/n07232004\\_2004072305.html](http://www.defenselink.mil/news/Jul2004/n07232004_2004072305.html).



## Service launches online pay enhancements

The online pay account information system of the Defense Finance and Accounting Service, myPay, is offering new enhancements and upgrades for all users.



All myPay users can now assign a restricted access personal identification number to a designated individual to view pay information; however, the designee cannot make any changes to the allotments or account information. Users also can add a personal email address so they are notified of pay changes and other items of interest.

Also, active-duty Airmen can view 12 months of leave and earning statements, and start, stop and change financial allotments and savings bonds.

Currently, myPay has nearly 3 million users with customized PINs and serves all servicemembers, military retirees and annuitants, Department of Defense civilian employees and Department of Energy employees. For more information about myPay visit <https://mypay.dfas.mil/mypay.aspx>.

## Army resumes, expands anthrax, smallpox vaccinations

Anthrax vaccinations have resumed for Soldiers whose series of injections were interrupted during the anthrax vaccine shortages of 2000-2001.

The Army's immunization program has also expanded to include both anthrax and smallpox vaccinations for Soldiers assigned to 17 newly designated high-threat areas.

Active-duty Soldiers and members of the Army Reserve and Guard who stopped getting vaccinated in the middle of their six-shot anthrax series have been directed to resume their vaccination

schedule, at the point where they left off, no later than Dec. 31. The directive specifies that these Soldiers are not to repeat or receive extra doses of the vaccine — all earlier vaccinations count.

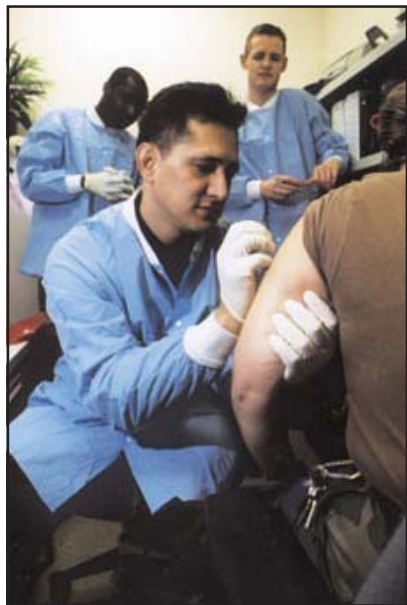
The vaccination of adult military family members in Korea is voluntary. Vaccinations are also voluntary for most Army civilian employees and their families and nonessential contractor personnel assigned to the region.

The immunization program was further expanded to include anthrax and smallpox vaccinations of all Soldiers serving in the Central Command and parts of the European theater.

The expansion adds Afghanistan, Djibouti, Egypt, Eritrea, Ethiopia, Iran, Kazakhstan, Kenya, Kyrgyzstan, Pakistan, Seychelles, Somalia, Sudan, Tajikistan, Turkmenistan and Uzbekistan to the 15 previously designated high threat areas in CENTCOM and EUCOM. Emergency-essential and equivalent civilian employees and mission-essential contractors assigned to these areas are also included in the expansion.

A policy revision released in August increased the pre-deployment administration window of the anthrax and smallpox vaccinations from 30 to 60 days before departure. According to medical officials, by beginning the administration of the vaccines 30 days earlier, more injections can be administered before deployment. This revision applies to any overseas movement to areas covered by the anthrax and smallpox vaccination program.

According to Department of the Army and Department of Defense officials, both anthrax and smallpox are counted among the top biological warfare threats to U.S. troops. Health officials say the vaccines provide Soldiers with an additional layer of protection, in addition to antibiotics.



U.S. Army photo

***A technician at Walter Reed Army Medical Center immunizes a Soldier against smallpox in 2002 when the program began.***

The Army's immunization program has expanded to require both anthrax and smallpox vaccinations for Soldiers assigned to the Korean Peninsula for 15 or more consecutive days. The directive also includes the vaccination of emergency-essential and equivalent civilian employees assigned to Korea and DoD con-



# NCOs, Soldiers compete to be named best of the best

By Dave Crozier

"Most platoon sergeants would give up body parts to have 20 Soldiers of this caliber in their platoons," said the 13<sup>th</sup> Sergeant Major of the Army Kenneth O. Preston as he described this year's competitors for the 2004 Department of the Army Soldier/NCO of the Year competition.

It took a year's worth of work to bring 20 high-caliber Soldiers together in an ultimate "gut check" that would result in one being named NCO of the Year and another Soldier of the Year. The competition took place Sept. 11-18 beginning with three days of physical and mental challenges at Fort Lee, Va., and ended at the awards ceremony at Fort Myers on Sept. 18.

And even though Preston proclaimed all 20 Soldiers winners at the awards ceremony dinner, he could but only name two of the competitors the best of the best.

Taking the top honors was Soldier of the Year, Spc. Wilfredo A. Mendez of 3<sup>rd</sup> Military Intelligence Battalion, Camp Humphreys, U.S. Armed Forces Korea, and NCO of the Year, Staff Sgt. Andrew J. Bullock of 5<sup>th</sup> Ranger Training Battalion, Fort Benning, Ga.

***"I wish I could go back and be a platoon sergeant again and have all 20 of [these Soldiers] in my platoon. They are all winners."***

— **Kenneth O. Preston**  
13<sup>th</sup> Sgt. Maj. of the Army



"It is an extreme privilege, especially in regard to representing the Soldiers and NCOs that are deployed overseas and in combat zones," said Bullock after the awards ceremony. "I don't have any doubt in my mind that there are some NCOs out there right now that couldn't be here at this competition because they are where their nation sent them, and they would probably beat me in this competition. So I feel lucky and blessed to be here representing them."

The week-long competition that tested the Soldiers both physically and mentally was a challenge. Victory did not come easy, Mendez, a Special Forces selectee said.

"This whole week has been the ultimate challenge. From the battlefield conditions with perfect replication, to the battle stress, weapons qualifications and the ruck march, you had to do your best," he said. "It's not like a written test where you have selections to choose from you actually have to perform and show everyone what you are made of. And you have to do your best while everyone else is doing their best as well; that was the challenge."

The competition began Sept. 11 as each of the 20 contestants along with their supervisors/sponsors made their way from their respective units to Fort Lee for a welcome dinner. Here the



Photo by Dave Crozier

**Staff Sgt. Stephen Mudge, a Squad Leader with the 25<sup>th</sup> Military Police Company, Schofield Barracks, Hawaii, uses the tree line as cover while completing one of many Warrior Tasks the Soldiers had to compete during the competition.**





Photo by Dave Crozier

competitors got an opportunity to size each other up before the real competition began at 6 a.m. the next morning.

Day 1 saw the Soldiers being tested on their ability to meet the Army's physical fitness standards by doing push-ups, sit-ups and running two miles, followed by a written exam on general military knowledge and then writing a graded essay. Immediately after lunch, the Soldiers were given the task of negotiating a day and night land-navigation course while wearing their full battle rattle, including Kevlar, protective masks, load

bearing equipment and M-16A2 rifle.

Day 2 of the competition the Soldiers drew weapons and went to the range for weapons qualification followed by warrior task testing. The warrior tasks included rendering first aid; dealing with nuclear, biological and chemical warfare; performing survival tasks; communications; and casualty reporting and handling. A new task thrown into the mix this year was that of seeing if the Soldiers could identify and respond to borderline prisoner or war abuse. Day 3 began early as the Soldiers were dragged out of their beds around 2 a.m. in preparation for the Mystery Event. By 3 a.m., they soon found out what the mystery was as the Soldiers, in full Kevlar, were told to jump into bunkers on the firing range and began a night live fire qualification complete with piped in sounds of enemy action, casualties crying for assistance, explosions and flares being shot into the night sky to illuminate the targets

down range. The mystery wasn't over however. Next the Soldiers were given rucksacks complete with an additional 25 pounds of weight inside the pack for a six-mile ruck march. The Soldiers didn't think much of the task at first as the beginnings of the march kept them on a road/gravel surface. They soon found themselves in a whole different environment though as the last three miles of the march took them through the back woods through the muck, mud and waist high muddy water.

After being physically and mentally challenged for three hard days, the Soldiers and their sponsors were whisked away to Crystal City, Va., where they were treated to a tour of Washington D.C., and given the afternoon off to relax and prepare for the last challenge – the board appearance on Thursday before Preston and six command sergeant majors from around the Army.

At the board, the Soldiers were evaluated on their personal appearance, military bearing, ability to communicate, and knowledge in a number of key areas. With all but the pending announcement of the winner to go, several of the Soldiers commented on the week's events.

Sgt. Brandon M. Parrett of 95<sup>th</sup> Maintenance



Photo by Sgt. Reeba Critser, ARNEWS



Photo by Sgt. Reeba Critser, ARNEWS

*The physical challenges of the competition are evident in the faces of the Soldiers. Particularly after the AFPT (top) and the 6-mile ruck march as noted in the pictures above and to the left.*

nance Company, Schofield Barracks, Hawaii, who competed last year for Soldier of the Year honors and was in the running for NCO of the Year this year, said the competition has definitely been stepped up.

"It was intense. When I got here, I knew the competition would be good. [Seeing] the caliber of Soldiers that are here, you realize that you are with the best of the best," Parrett said. "The cadre at Fort Lee knows this also and they set up the competition to really test your skill, your knowledge and your ability through all the tasks they have you do."

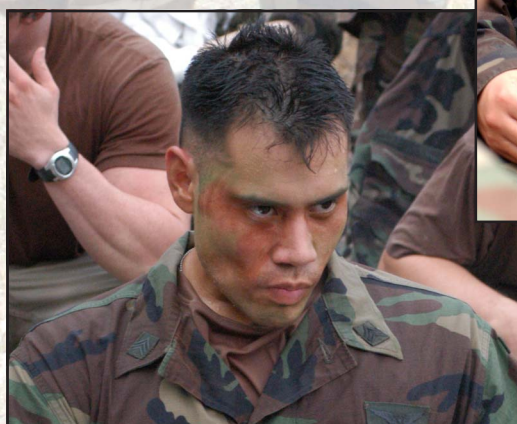


Photo by Dave Crozier



Another NCO of the Year competitor, Staff Sgt. John Thompson a platoon sergeant with Headquarters and Headquarters Company, 80<sup>th</sup> Area Support Group, Chievres Air Base, Belgium, had favorable comments on the ruck march.

"I actually enjoyed the ruck march. It's one of my favorites of the competition," said the 6-foot-2-inch military policeman who was the first to complete the course. "I like hiking and stuff like that, and I think it would have been cool if I had another six miles to go because I just like rucking. The actual mud and stuff like that just added to it. That was awesome!"

The first female Soldier to make it through the ruck march and sixth overall, Sgt. GuruSahai Good, a health care specialist with the Landstuhl Regional Medical Center, Germany, and Soldier of the Year competitor, said she felt the Army "brought



Photo by Master Sgt. Susanna Harper

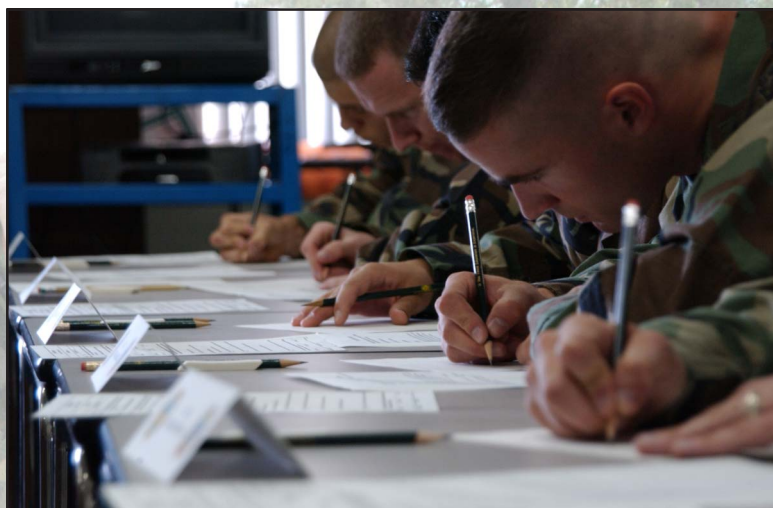


Photo by Staff Sgt. George Sebastian, 55th Signal Company, Combat Camera

the heat" to this competition and it really required a lot of self-motivation and never-give-up attitude. Good's motivation was to be a symbol of hope.

"Honestly, I wanted to show that anyone can be the best Soldier in the Army, and that it doesn't matter if you are female, male, short or tall," she said. "As long as you put everything into [the competition], anyone can be the Soldier of the Year and that's what I came here to do."

The thought that anyone can be the best Soldier or NCO of the Year if he put his best effort forward had both winners



Photo by Master Sgt. Susanna Harper

*The Soldiers were tested in many ways at Fort Lee, Va. Top left, Spc. Joseph Camire, 3rd Infantry Division, 160th Special Operations Aviation Regiment, Hunter Army Airfield, Ga., negotiates the ruck march. Top right, Soldiers write a graded essay. Above, Staff Sgt. John. M. Thompson, 80th Area Support Group, Chievres Air Base, Belgium, reacts to borderline prisoner abuse. Above right, Spc. Wilfredo A. Mendez, 3rd Military Intelligence Battalion, Camp Humphreys, Korea, tapes the mouth of a prisoner at the EPW processing center.*



Photo by Dave Crozier

feeling confident, yet skeptical, about their chances as each thought others might have edged them out.

"I thought I was in the top group, but honestly, I thought that Staff Sgt. [Stephen] Mudge (a squad leader with the 25<sup>th</sup> Military Police Company, Schofield Barracks, Hawaii) was going to win," said Bullock. "I thought he was going to be number one, and I was going to be number two. During this last week, I have struck up a friendship with him, and he is just an outstanding NCO. He's a great Soldier, and so I thought if I was going to get beat, I hoped that it was going to be by him."

Mendez had similar thoughts.

"I thought I had it, but I had two concerns: Sgt. Good and Spc. [Bobby] Stepro (2<sup>nd</sup> Battalion, 7<sup>th</sup> Infantry Regiment, 3<sup>rd</sup> Infantry Division, Fort Stewart, Ga.), and I was just hoping that they would announce 'Specialist,'" said Mendez. "They did, and I said 'please say Mendez', and it was all good after that."





Photo by Sgt. Reeba Critser, ARNEWS

*After completing three days of grueling physical and mental challenges at Fort Lee, Va., the Soldiers were transported to Crystal City, Va., where they were treated to a tour of Washington D.C., and some personal time to prepare for the last test -- the board. Above, Staff Sgt. James Rehl, 67th Forward Surgical Team, Giebelstadt Army Airfield, Germany, answers questions from the seven-member board made up of command sergeant majors from around the Army and chaired by Sgt. Maj. of the Army Kenneth O. Preston.*

The two Soldiers will be reassigned to the National Capital Region for one year with follow on assignments of choice. They will accompany Preston on numerous trips throughout the year visiting deployed troops and will serve as spokespersons and regularly represent the Army at media, community and service events around the world. The annual competition is open to privates through specialist for Soldier of the Year and corporal through sergeant first class with less than 18 years of service for NCO of the Year.

"This is not just a competition. What it is; is actually the accumulation of all the work that goes into the Soldier's getting to this competition and it goes down to every company across

the Army," Preston said. "It allows Soldiers to excel, to stand out and want to be able to prove themselves. From my perspective, I think the most important thing that comes out from this is that it promotes self-study and self-development. These 20 soldiers, I told them that I wished I could go back and be a platoon sergeant again and have all 20 of them in my platoon. They are all winners."

Beside the Soldiers being named the Army's best, they also received several prizes provided by various sponsors of the event including cash, savings bonds, trophies, watches, digital equipment, plaques and an all-expense paid trip to Walt Disney World in Orlando, Fla.

## 2004 Department of the Army NCO/Soldier of the Year



**Spc. Wilfredo A. Mendez**  
Eighth U.S. Army  
U.S. Armed Forces Korea

*Mendez serves as a Signals Intelligence Analyst with Company A, 3<sup>rd</sup> Military Intelligence Battalion, Camp Humphreys, Korea. A native of Rio Grande, Puerto Rico, Mendez is working towards a Bachelors degree in Business Administration. He is a graduate of the Combat Life Saver Course and Airborne School. Mendez was selected as the U.S. Armed Forces Soldier of the Year.*



**Staff Sgt. Andrew J. Bullock**  
U.S. Army Training and  
Doctrine Command

*Bullock serves as a Ranger Instructor with the 5th Ranger Training Battalion, Fort Benning, Georgia. Bullock has participated in various deployments including Kosovo (Operation Joint Guardian), Egypt (MFO), and numerous rotations to NTC and JRTC. A native of San Diego, California, Bullock was selected as the TRADOC NCO of the Year.*



*(Editor's note: The complete list of competitors follows on the next page.)*



## Staff Sgt. Brian A. Jakubiak, FORSCOM

*Staff Sgt. Jakubiak serves as a COMSEC Custodian with Headquarters, Headquarters Company, 134<sup>th</sup> Signal Battalion, 34<sup>th</sup> Infantry Division, Minnesota Army National Guard. A native of Shakopee, Minn., Jakubiak is married with four children. Jakubiak is airborne and ranger qualified, and his personal interests include fishing and bow hunting, as well as being an active member of his church and supporter of the Youth Wrestling program in Shakopee.*



## Spc. Bobby R. Stepro, FORSCOM

*Spc. Stepro serves as a Gunner on an M2A2 Bradley with Company B, 2nd Brigade, 7<sup>th</sup> Infantry Battalion, 3<sup>rd</sup> Infantry Division, Fort Stewart, Ga. Stepro was a Dismounted M249 Gunner during Operation Iraqi Freedom and was awarded the Combat Infantryman Badge. A native of Corydon, Ind., Stepro is married and enjoys golf, basketball, football, bowling and working out at the gym.*

## Sgt. Christina Garcia TRADOC

*Sgt. Garcia serves as a Supply Sergeant with Company B, 369<sup>th</sup> Adjutant General Battalion, Fort Jackson, S. C., with previous assignments in Korea and Germany. Garcia is a PLDC graduate and enjoys mentoring soldiers and playing sports. Garcia, a native of San Antonio, Texas, is the winner of the TRADOC Soldier of the Year competition.*



## Staff Sgt. James P. Rehl, USAREUR

*Staff Sgt. Rehl serves as an Operating Room Section Sergeant with the 67<sup>th</sup> Forward Surgical Team, Giebelstadt Army Airfield, Germany. Previous assignments include Fort Riley, Kan., and Yongsan, Korea. A native of Boise, Idaho, Rehl is married with two children. Rehl is working towards a bachelors degree in Sociology through Kansas State University.*

## Spc. Megan R. Pitts, USAREUR

*Spc. Pitts serves as an Intelligence Analyst with the 14<sup>th</sup> Transportation Battalion, Vicenza, Italy. A native of Inola, Okla., Pitts graduated from Golden Sierra High School in Garden Valley, Calif. Pitts is working towards an associates degree through the University of Maryland - Europe. Pitts enjoys soccer, swimming and running.*



## Sgt. Brandon M. Parrett, AMC

*Sgt. Parrett has served as a Shop Foreman and NBC NCO with the 95<sup>th</sup> Maintenance Company, Schofield Barracks, Hawaii. Parrett, a native of Indiana, is married, and is working towards a bachelors degree in Business Administration. Parrett's interests include golf, motocross, and volunteering at the local homeless shelter. Parrett competed in 2003 as the AMC Soldier of the Year.*

## Sgt. Christopher J. Fischer, AMC

*Sgt. Fischer serves as a Test, Measurement, and Diagnostic Equipment (TMDE) Maintenance Support Specialist with the 95<sup>th</sup> Maintenance Company, Schofield Barracks, Hawaii. A native of California City, Calif., Fischer is interested in continuing his military and civilian education, with a goal of attaining an MBA. Fischer's hobbies include golf, football, baseball and basketball.*







## **Sgt. Samuel E. Cowell, 8<sup>th</sup> Army**

*Sgt. Cowell serves as a Signals Intelligence Team Leader with Company B, 532<sup>nd</sup> Military Intelligence Battalion, Camp Humphreys, Korea. A native of Bellingham, Mass., Cowell received a Bachelor of Arts Degree from the University of Kansas. With a previous assignment at Fort Huachuca, Ariz., Cowell is an avid fitness enthusiast and also enjoys all outside activities. Cowell wants to serve his country as the greatest leader he can be.*

## **Staff Sgt. Timothy L. Dess, MEDCOM**

*Staff Sgt. Dess serves as a Medical Logistics NCOIC at Fort Richardson, Alaska. A native of Fort Benton, Mont., Dess is married with three children. Previous assignments include Forts Bragg and Benjamin-Harrison. Dess earned an Associate of Arts Degree from the University of Alaska at Anchorage. Dess is a volunteer coach for little league soccer, baseball and football, and coaches a High School swim team.*



## **Sgt. GuruSahai Good, MEDCOM**

*Sgt. Good serves as a Health Care Specialist with the Landstuhl Regional Medical Center, Germany. A native of Denver, Colo., Good is working towards an undergraduate degree through the University of Maryland. Good enjoys snowboarding, reading, cooking and writing, and is involved with Airmen Against Drunk Driving, Youth Mentorship, and the Women's History Month Committee at the Landstuhl Middle School.*

## **Staff Sgt. Stephen E. Mudge, USARPAC**

*Staff Sgt. Mudge currently serves as a Squad Leader with the 25<sup>th</sup> Military Police Company, Schofield Barracks, Hawaii. A native of Weymouth, Mass., Mudge's previous assignments include Fort Riley, Fort Leonardwood, Fort McClellan and Camp Page, Korea. Mudge has one year of college credit, a son, and enjoys weight lifting, football, hockey, BMX and snow boarding.*



## **Sgt. Gabriel A. Martinez, USARPAC**

*Sgt. Martinez currently serves as a Petroleum Laboratory Technician with the 505<sup>th</sup> Quartermaster Battalion, Torii Station, Okinawa, Japan. A native of Mesquite, Texas, Martinez is married with two children and is working towards earning an associates degree. Martinez enjoys playing chess and basketball.*

## **Staff Sgt. Curtis L. Kimbrell, SMDC**

*Staff Sgt. Kimbrell currently serves as an Assistant Operations Sergeant with Headquarters, Headquarters Battalion, 100<sup>th</sup> Missile Defense Brigade, Peterson AFB, Colorado Springs, Colo. A native of Spokane, Wash., Kimbrell is married with three children and is working towards a bachelors degree in Computer Information Systems Management through Park University. SSG Kimbrell enjoys Bible study, hiking, running, woodworking, and geocaching.*



## **Spc. Daniel G. Everly, SMDC**

*Spc. Everly currently serves as a Joint Tactical Ground Station Operator with Detachment A, 1<sup>st</sup> Space Company, Kelley Barracks, Stuttgart, Germany. A native of Carmichaels, Penn., Everly is married and received a Bachelor of Science Degree from West Virginia University. Everly is airborne qualified and enjoys baseball, basketball, football, golf and hunting.*



**Sgt. John R. Parker, USASOC**

*Sgt. Parker currently serves as a Counterintelligence Analyst with 3<sup>rd</sup> Battalion, 160<sup>th</sup> Special Operations Aviation Regiment (Airborne), Hunter Army Airfield, Savannah, Ga. A native of Owensboro, Ky., Parker is married with one child, and received a Bachelor of Arts Degree in Psychology from Transylvania University. Parker served in Operation Iraqi Freedom and enjoys running and mountain biking.*

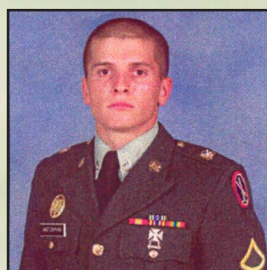


**Spc. Joseph R. Camire, USASOC**

*Spc. Camire currently serves as an Aircraft Powertrain Mechanic with Company C, 3<sup>rd</sup> Battalion, 160<sup>th</sup> Special Operations Aviation Regiment (Airborne), Hunter Army Airfield, Savannah, Ga. A native of Jacksonville, N. C., Camire is married with two children and has 16 semester hours of college. Camire enjoys playing soccer and coaching youth soccer.*

**Staff Sgt. John M. Thompson, MDW USARSO**

*Staff Sgt. Thompson currently serves as a Platoon Sergeant with Headquarters, Headquarters Company, 80<sup>th</sup> Area Support Group, Chievres Air Base, Belgium. A native of Port Lavaca, Texas, Thompson is married with two children and is working towards a bachelors degree in History through the University of Maryland. Thompson is airborne and air assault qualified and his personal interests include education, running, weight lifting, and CPR instruction for the American Red Cross.*



**Pfc. Karen A. Antonyan, MDW USARSO**

*Pfc. Antonyan currently serves as a Rescue Technician with the Military District of Washington Engineer Company, Fort Belvoir, Va. A native of Donetsk, Ukraine, Antonyan is working towards an associates degree in Liberal Arts through Park University. Antonyan has attended military courses in Rescue Systems, Enhanced Rope, and Emergency Medical Technician. Personal interests include reading, paintball, soccer and education.*





# Gunning for safety:

## Army targets negligent discharges

By Dave Crozier

Recently at a deployed location a Soldier reached for what he thought was his unloaded 9mm pistol from a bag in his tent. As he grabbed the gun, a round accidentally fired severely injuring another Soldier in the abdomen. This is just one of many scenarios the Army Safety Center has collected during Operation Enduring and Iraqi Freedom.

"Since the beginning of the Global War on Terrorism, 25 Soldiers have died and another 14 have suffered permanent disabilities because of negligent weapons discharges. In almost every case, it was another member of the Soldier's unit who was responsible. How tragic to survive the battlefield only to be shot by your battle buddy! Who is the real enemy?"

This statement came from Sgt. Maj. of the Army Kenneth O. Preston as he brought to the forefront an issue he said the Army needs to target as a core safety issue.

"Some may think these numbers are relatively low, but I'm here to tell you that even one is unacceptable and we as leaders

can't stand for it," Preston wrote in the op-ed article. "We must identify the problem, establish solutions, and train our Soldiers, so we will never have to tell another family member his loved one died because of friendly fire."

So, what seems to be the problem? How do many of these accidental/negligent discharges occur?

According to officials from the U.S. Army Safety Center, the main cause of accidental discharge is failure to follow safe weapons handling procedures.

From 1991 through 1999, the Army encountered a downward trend in small arms accidental discharges dropping 88 percent from a high of 86 incidents reported during Desert Storm in 1991 to a low of 10 incidents reported in fiscal year 1999. Current statistics

have revealed a regression to 1991 numbers with 96 reported incidents being reported during fiscal year 2003-2004.

"The Safety Center only has data on incidents that result in injury, fatality or property damage," said Maj. Dixon D. Dykman, chief, Operations Research Systems Analysis Division. "There is strong anecdotal evidence that the actual number of inadvertent discharges far exceeds the number that has been reported to the Center."

This statement seems to be reinforced by the response Brig. Gen. Joe Smith, director of the Center, receives each time he asks an audience of Soldiers how many have witnessed or heard of an inadvertent weapons discharge.

"In every instance, regardless of the size of the audience, nearly every hand is raised," Smith explained. "This is a widespread problem and commanders and leaders at all levels must take action to ensure compliance of established procedures."

Dykman said he and others at the Center have surmised the reasons for the upward trend is due in part to the increased exposure to carrying weapons with live ammunition, coupled with the over-familiarity with the weapons and fatigue generated by the combat environment.

"Most of the incidents involve Soldiers failing to follow established procedures regarding handling weapons. They are failing to properly clear weapons, and they are failing to maintain muzzle awareness," he said. "Consequently, most

### Negligent Discharges in Operation Iraqi Freedom

- 10% of accidental fatalities during pre-hostilities phase
- 11.7% of accidental fatalities during hostilities phase
- 10.6% of accidental fatalities during post-hostilities phase

As of 02 August 04

NOS3-00B

Graphic courtesy of the Army Safety Center



U.S. Army photo

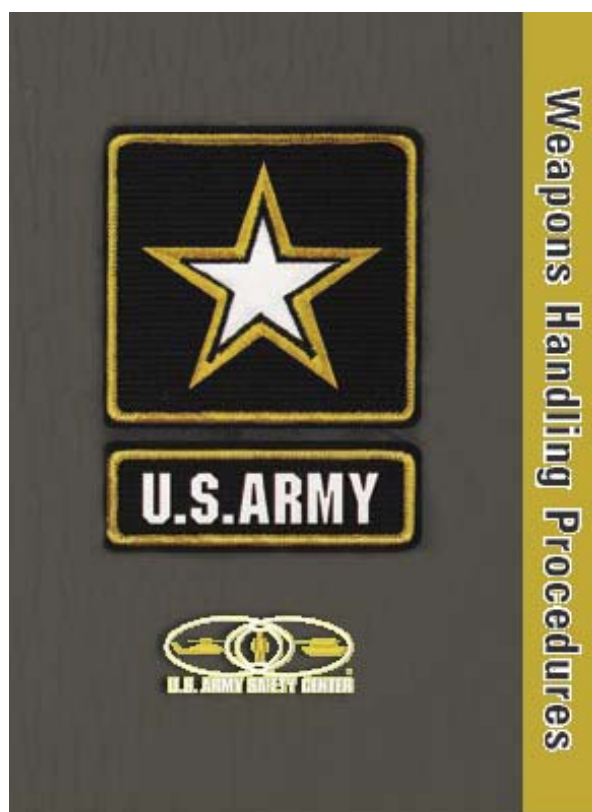
*When carrying your weapon in the battlefield, fingers will be kept off the trigger until firing the weapon is intended. Accidental discharges can occur when this standard is not met, the weapon is in the fire mode and the Soldier stumbles.*

incidents involve Soldiers being shot while a weapon is being cleaned, a Soldier trips or falls and the weapon discharges, or a weapon discharges during clearing operations. All of these episodes are attributed to a lack of muzzle discipline and are indicative of leaders failing to enforce standards.”

In order to correct the problem, the Center recently published a new pamphlet, *Weapons Handling Procedures*, in an effort to standardize clearing procedures for each type of weapon, establish issue and turn-in procedures, and delineate armorer responsibilities. The new pamphlet further directs compliance by commanders at all levels for safety procedures as defined by Army Regulation 385-63, *Range Safety*, and Department of the Army Pamphlet 385-63, *Range Safety*.

The new pamphlet, available in PDF format at <https://safety.army.mil/pages/media/pubs/cm/safeweaponpullout.pdf>, takes the reader through an eight-step outline which begins with the problem and then gives the proper procedures to follow. On the inside of the pamphlet is an appendix that outlines the unloading and clearing procedures for the most common small arms used in the Army today. Weapons identified in the appendix are the M2 (.50 caliber) machine gun, M240B machine gun, M4 rifle, MK19 machine gun, M16 rifle, M9 semiautomatic pistol, M60 machine gun, M203 grenade launcher, and the M249 squad automatic weapon.

The first area covered in the pamphlet deals with safe practices such as safe muzzle orientation; keeping weapons on



*The Center has published this new pamphlet to help supervisors and NCOs get a grip on safe weapons handling. It is available at <https://safety.army.mil/pages/media/pubs/cm/safeweaponpullout.pdf>.*

The impetus of the pamphlet is to reduce the loss of life and destruction of property that is the result of improper weapons handling procedures.

The statistics for Operation Iraqi Freedom show that between October 2002 and the beginning of hostilities in Operation Iraqi Freedom 10 percent of all accidental fatalities was a result of negligent discharges. Once hostilities began, that percentage rose to 17.6 percent. Since the official declaration of the end of hostilities in June 2003, 15.8 percent of all fatalities can be attributed to negligent discharges.

Here too, Dykman said, the staff at the Center attributes the statistics to exposure and environment.

“Within the war zone, there are more Soldiers carrying loaded weapons thus increasing the likelihood of an accident,” he said. “Additionally, Soldiers are becoming overly familiar with their weapons as well as experiencing a great amount of fatigue associated with combat operations. Consequently the handling of weapons has become routine and the normal safety emphasis associated with handling weapons is no longer stressed.”

Preston agrees and cited that in almost every case he has looked at, the main cause of the incident were leaders not enforcing standards.

“In one incident, a Soldier was shot and killed in his tent because another Soldier didn’t clear his weapon when his team returned from a mission. Peeling the onion back a little bit more, we found this Soldier was riding in the back of a truck with several other Soldiers

## Negligent Discharge Scenarios

- After cleaning weapon, SM performed function check on his M16 with butt of weapon on floor. Round discharged. SM fatally injured when round went through chin.
- MP discharged 3 rounds from M249 SAW while installing night vision sight. No injuries.
- SM retrieved what he thought was his unloaded 9mm from bag in tent. Weapon discharged severely injuring fellow soldier in abdomen.
- SM failed to properly clear weapon at clearing barrel discharging round.
- SM was performing function check after cleaning weapon. Round discharged into tent floor. No injuries.
- SGT was conducting class on how to perform function check on M4. He failed to remove magazine. Round discharged injuring his toe.

ND03-02

Graphic courtesy of the Army Safety Center



and was asleep during the clearing process,” Preston said. “These Soldiers weren’t required to dismount the truck, so instead they handed their weapons to another Soldier on the ground to clear them. Unfortunately, one weapon, the one involved in the shooting, was missed. In this incident, unit leaders failed to hold Soldiers responsible for clearing their weapons and NCOs responsible for supervising the process.”

Preston added that when weapons handling is done properly, it is a sight to see.

“I love to watch seasoned Soldiers and leaders moving along a busy city street. Seasoned Soldiers know their weapons are lethal and ensure their muzzles are never pointed at anyone as they move among the populace. These Soldiers instinctively practice muzzle awareness all the time,” he said. “When in the ready

position, seasoned Soldiers keep their finger poised alongside their weapon’s magazine and off the trigger until they need, or anticipate the need, to shoot. How do Soldiers become seasoned and skilled? The answer is training and experience.”

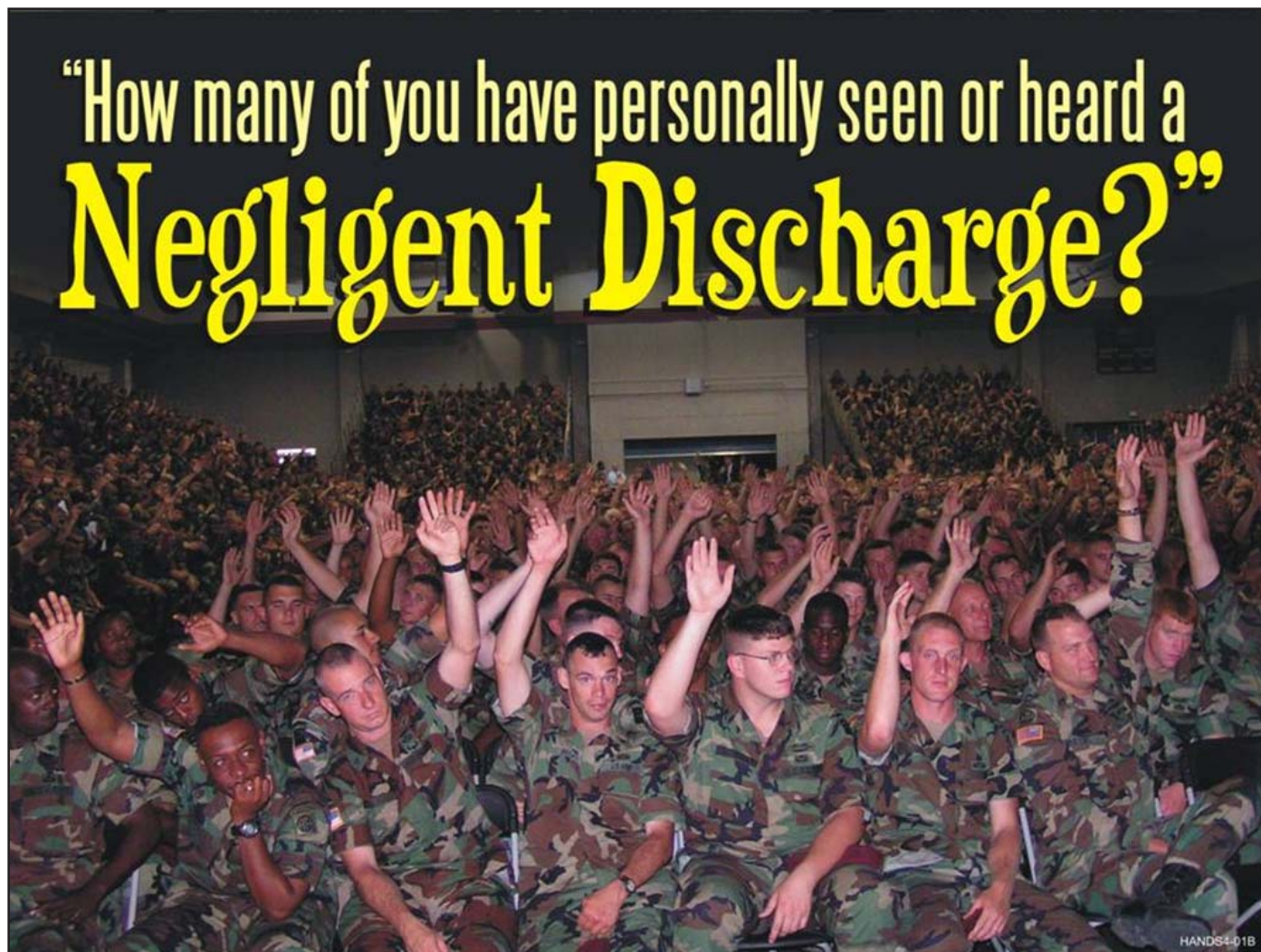
To that, end Preston is urging leaders to teach and enforce the right standards and never to allow Soldiers to become complacent in weapons handling.

“Weapons handling is a perishable skill,” he said. “Repetitive focused training builds experience, creating Soldiers who are inherently safe. Weapons proficiency is the province of the NCO. From the youngest corporal to the sergeant major of the Army, we’re the primary trainers and guardians of the stan-

dard. Competence is our watchword. [NCOs] must learn the standard, teach the standard, and enforce the standard.”



*This is a cutout of a Coalition Forces Land Component Command handout that tells the graphic story of negligent discharges.*



*This is the response Brig. Gen. Joe Smith, director of the Army Safety Center, gets each time he asks a crowd of Soldiers this question. The Army wants leaders and supervisors to step up enforcing the standards so these hands can drop.*

Graphic courtesy of the Army Safety Center



# Tracing the History of the Noncommissioned Officer

By Dr. Robert D. Bouilly

Recently the top rank of the NCO Corps achieved the milestone of receiving higher pay than some officer ranks. This benchmark occurred during the 2002-2003 pay raise when an E9 received a higher base pay than a O3, and signalled the NCO Corps had finally arrived.

The pay raise was another icon of the recognition of the professionalization — training and value — of the U.S. noncommissioned officer corps. But the story of professionalization of the NCO is the end of a long and twisted road that starts in ancient Rome.

Many ancient militaries had only two distinctive rank groups, the officer and the enlisted. Some historians say that the official recognition of NCOs as an additional group was first made in the Roman Army. That faded but reappeared in the 1500s as a new military tactic made it necessary to have soldiers who had some formal education. The new military tactic was a system that required thousands of soldiers to maintain a complex formation, the Pike Square, that protected members as they reloaded arquebuses, the newest rifles of that time. What made the complex formation so attractive was that, when it worked, it allowed for continuous fire and forward movement. Officers were not the men for this job. It would require too many of them, and — at this point in history



Graphic courtesy the NCO Museum

*The U.S. NCO was born in 1775 and by 1776 was an integral part of the regimental organization.*

— officers were members of the aristocracy selected by a king; military training or education were not required. To make the formation work required men skilled in math and troop movement. Sergeants major, sergeants and corporals were these new men. The rank distinctions developed over time and were fully established by the mid-1700s. It was good timing for the U.S. NCO.



**1** 1500s – Development of NCO ranks with evolution of warfare.

**3** American Revolution, 1775-1781, Army established. NCOs in Washington's Continental Army distinguished in rank by wearing colored strips of cloth on their shoulders. In 1779, Baron Von Steuben describes the various NCO ranks and their duties.

**5** 1821, Army adopts chevron system for ranks.

Colonial American militias circa 1763.



1803-1805, Sergeants Gast and Ordway record the Lewis and Clark Expedition.



**6** 1840, Army adopts 1840 model NCO Sword – still used today in ceremonies.





The U.S. NCO was born around 1775. When the colonies rebelled against English rule, it was natural for them to establish a new American Army that copied the European (mostly English) military system. Or more simply, because the English Army had a noncommissioned officer structure, the new American Army had one too. The British still had officers who were selected from the ranks of the aristocracy. The American officers were selected from landholders.

By the time Englishman, Rudyard Kipling, labelled NCOs as the “backbone of the army” in an 1895 poem about British NCOs in India, Prussia had already sparked a worldwide trend toward professionalization of the military and its officers. The American Army adopted the term, ‘backbone of the army’ almost immediately. It symbolizes a variety of attributes; leadership, administrative expertise, and training, which Baron von Steuben and a group of his handpicked NCOs had brought to the U.S. military 38 years before Prussia’s defeat of France in 1815. The 1815 Prussian victory is seen as the birth of the professional officer corps and professional military. Others contend that the August 6, 1808, French defeat of the Prussians was the birth of the professional military and officer corps because immediately after that defeat, a group of Prussian officers drafted a training program for the Prussian military. By that definition of professional military, it could also be argued that U.S. NCO Corps was the first professional NCO corps.

During the revolutionary war, the U.S. NCO would not be considered professional by their contemporaries because of their uniform. The American’s used a colored strip of cloth on a shoulder to identify NCOs and their rank. The strip of cloth was a substitute for epaulets used by the British because Washington’s Army couldn’t afford epaulets until later in the war. NCOs and officers wore different kinds of epaulets and sashes for rank identification until 1821.

Before 1821, NCOs could be identified by various means. Early in the Revolutionary War, a sergeant major could be identified in some units by the archaic halberd he carried with

him and placed outside his tent. The halberd was a decorative vestige of the battle axe that had been long abandoned in warfare. In the British Army, senior NCOs carried a baton as a symbol of rank but this practice was not adopted by the Americans. In 1821, the Army changed to a system of chevrons. NCOs wore their chevrons with the points down until 1854. Since then they have worn them with the points up. The sizes have changed, rockers have been added and a whole variety of symbols have been associated with the chevrons at different times.



Inspector General von Steuben

The sword, another borrowed icon from the British, also identified the NCO. Those swords differed from the ones carried by officers. In 1840, an Army equipment board adopted new styles of swords for both officers and NCOs. The 1840 model was essentially a copy of a German model. The 1840 model is still the official sword. The swords have no modern use except for ceremony.

Rank insignia or uniforms are only the external signs of a professional NCO, officer or military. Education, training, standards for promotion and consistent rank and pay scales would increase the level of professionalism of the U.S. NCO.

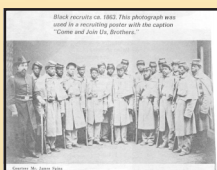
Even in the Revolutionary War educational requirements were placed on the NCO. Baron von Steuben, for example, stressed that the first sergeant had to have reading and writing skills. Much of what we know of the Lewis and Clark Expedition, or the “Voyage of Discovery” from 1803-1806, comes from the journals kept by sergeants Patrick Gass and John Ordway.

By WORLD WAR I the increasing technical demands in the Army led to a proliferation of specialists with a myriad of pay scales.

Most specialists found themselves in a new ranking system which allowed them special pay but confined them to relatively low rank.

The Army grappled with the problem of deciding whether these specialists were NCOs or not. In World War II, specialists were called technicians. After World War II, they became

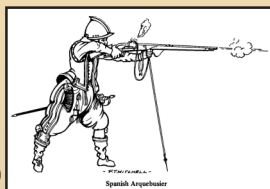
- 7** **1861-1865: American Civil War. NCOs assume expanded responsibilities. Black Soldiers become part of the Army, known as Buffalo Soldiers.**



- 10** **1917-1918, WWI: massive expansion of technical specialties. Led to pay anomalies. Commissioning of senior NCOs as warrant officers weakens NCO Corps.**



- 8** **1866-1916: Immigrant Army. Indian warfare enhanced NCOs ability to provide small unit leadership.**



- 9** **1898-1906: War with Spain and subsequent occupation of Cuba and the Philippines.**

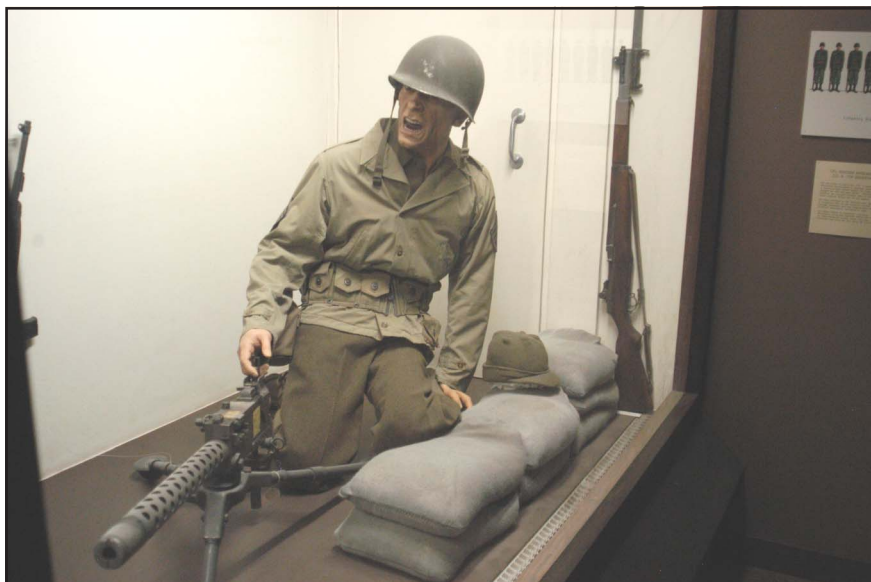
- 11** **1920 legislation mandates reversal of NCO ranks and elimination of sergeant major rank.**



specialists again. By 1985, the Army decided that most specialists were NCOs except for the specialist 4 rank which is now called simply, specialist. Specialists serving in NCO positions are sometimes given lateral promotions to corporal. The Army has also had other problems in determining who was an NCO. In World War II, privates first class were counted as NCOs.

The two keys to professionalization of the NCO corps have been the NCO's ability to move throughout the Army while retaining his rank and the ability to obtain standardized training and education. For many years, the NCO's rank was tied to his unit. If an NCO transferred from one regiment to another, he was reduced in rank and started at the bottom rank again. The first changes in this system came after the Spanish-American War when America stationed troops abroad for extended periods for the first time. For instance, it appeared unfair to have individual replacements lose rank when sent to the Philippines. The Army worked out a system for retaining rank in such cases. It was the beginning of the system in place today that allows all NCOs to move throughout the Army without losing rank. The Army tried to create an NCO career development program in 1947 after World War II that provided standards for promotion and training to meet those goals. Unfortunately the Korean War ended the program as the training personnel went into combat. It would be some 25 years before the Army could develop another system successfully.

At the end of the Vietnam War, the Army had, for the first time, the ability to manage NCO careers in much the same way it had managed officers for many years. Officers were a small part of the Army in number. Their careers could be handled by a personnel staff in Washington. Only with the advent of computers could the Army handle the careers of the much more numerous NCOs. In Washington's Continental Army about 1 in 10 soldiers was an NCO. However, by 1975 and the introduction of the Enlisted Personnel Management System (EPMS) about 5 in 10 Soldiers were NCOs. There were also more NCOs



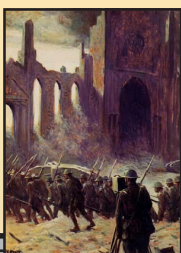
NCO Journal photo

*This is a photo of a display at the NCO Museum at Fort Bliss, Texas, that shows what an NCO from the Korean War would have for a uniform and weaponry. Because of the Korean War, the Army curtailed its first attempt at creating an NCO career development program.*

because the Army was much larger than in Washington's Army. The EPMS built upon the military occupational system that had been developed in World War II.

A significant role for NCOs is training. When Baron von Steuben laid out the role of NCOs in 1779 in his "Blue Book" he insisted that training was the prerogative of officers, but in practice it was the little cadre of NCOs he trained at Valley Forge who trained the Army. They continued to provide training leadership thereafter. In 1964, the Army strengthened initial entry training (formally basic training) through the creation of the Drill Sergeant Program. Training of NCOs had been largely confined to on-the-job-training or OJT for many years. Here and there a unit developed an occasional school for specialists or provided formal leadership training, but none lasted for long. In World War II, for example, the 28th Division felt its ranks of NCOs had been so depleted in the fall of 1944 that it set up a divisional NCO training program. Unfortunately, the training had just begun when the 28th found

**12** 1930: Brown Shoe Army -- NCOs enjoy greater prestige than ever before.



**14** 1945: first NCO Academy established by 45th Infantry Division in Venice, Italy.



**16** 1958: Cordiner Commission reestablishes sergeant major rank.

**13** 1941-1945, WWII: The Army develops series of technical ranks. Women join Army as WACS.



**15** 1949: President Truman orders desegregation of Armed Services.





itself in a fight for its life in the Battle of the Bulge. That ended the school.

Only after World War II was it possible to set up permanent schools. Even then permanency was tenuous. The 88th Infantry Division headquartered in Venice, Italy, had such a loss of experienced NCOs it decided to establish an NCO academy. The division named it the Lido Training Center. Soon after, the whole division returned to the states and the school closed. It was a tentative beginning. The same personnel turbulence plagued the U.S. Constabulary in Germany. The Constabulary was a division-sized force charged with keeping order in the American occupation sector of Germany. It, too, set up an NCO academy in 1947 at Sonthofen. A year later it, closed for lack of funding. The Constabulary tried again in 1949 at Munich, and that one stayed open. It was the start of the NCO academy system we know today.

The academies sought to teach garrison leadership skills. Their curriculum varied widely. By 1956 the Continental Army Command (CONARC) standardized its curriculum. War in Vietnam again interfered with training. Many of the academies closed because of the increased need for combat personnel. However, in 1973 General Bruce C. Clarke, who had established the Munich academy, advised Chief of Staff William Westmoreland that academies should reopen. Most were, and the system remains with us today.

Vietnam added another element to NCO training. The rotation system in use at that time quickly exhausted the pool of experienced combat arms NCOs. By 1968, the Army had to come up with a way of quickly training a substantial number of new NCOs. With a two-year draft system, it couldn't spend a long time training NCOs. The Army inaugurated the Skill Development component was

the Noncommissioned Officer Candidate Course which more often was referred to as the "Shake and Bake" course or by other slightly derogatory names. The course taught combat leadership to Soldiers who demonstrated leadership skills right out of IET.

With the drawdown of the war in Vietnam, the Army instituted a new system called the Noncommissioned Officer Educational System (NCOES). It began in 1971, and it incorporated the Shake and Bake course and other elements of the Skill Development Base Program. The first NCOES had two levels, basic and advanced. Later the basic course was split into what is now called Primary Leadership Development Course and Basic Noncommissioned Officers Course. The top level of training for Sergeants Major began in 1973 at the United States Army Sergeants Major Academy. NCOES provided the Army with its first uniform training and education system for NCOs. The fruit of this training was a professional NCO Corps that fought in Desert Storm. Chief of Staff Gordon Sullivan attributed much of the success in that war to the professionalism of the NCO Corps.

Over the past 40 years, the NCO Corps has seen a number of other developments. In 1966, Sgt. Maj. William O. Wooldridge became the first

Sergeant Major of the Army as the Army took a page from the Marine Corps in establishing such a position. A couple of years later, SMA Wooldridge established the Command Sergeants Major Program as a way of recognizing and training senior NCO leadership. In the past couple of years, the pay of NCOs has been raised to the point where a very senior NCO can receive higher pay than a captain. Things have come a long way for NCOs since the Roman Legions and Washington's Army. Today TRADOC has approved a plan to study possible changes in NCOES with a goal to better support the Global War on Terrorism and continuous training of the NCO Corps.



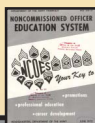
U.S. Army photo

*Today's NCOs are not only the Backbone of the Army, but also ambassadors to the world.*



**18** 1966: Office of Sergeant Major of the Army established. Sgt. Maj. Wooldridge named first SMA.

**20** 1971: Implementation of NCOES begins.



**22** 1991: Operations Desert Shield/Desert Storm. First war fought by the Army with an NCO Corps trained by a common system.



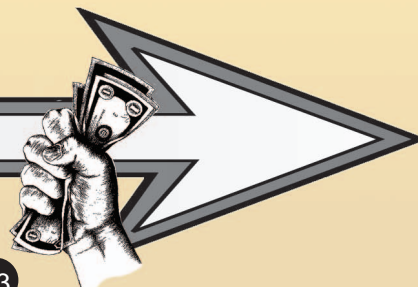
**17** 1963: Drill Sergeant Program established.

1968: CSM program begins.

**19**



**21** 1981: PLDC and First Sergeant courses developed.



**23** 2002-2003: First time enlisted pay rates allowed a senior NCO -- sergeant major -- to receive greater pay than that of a captain.



# Photo Journal

Welcome to another edition of *Photo Journal*, the place where everyone has the opportunity to put their favorite photos on display. This issue we are focusing on photos taken at the recent NCO/Soldier of the Year competition. The guidelines for submitting pictures are as follows: the picture should depict NCOs in action, whether it's leading Soldiers in the field, conducting training or just plain taking care of business. You don't have to be a professional photographer to enter. When submitting photos please include the name of person(s) in the photo, a brief description of the action to include location, and, of course, your name and unit. Photos may be submitted in either hard copy or digitally. If you plan on e-mailing a digital photo, make sure it is at least 300 dpi. Mail photos to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SJ, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002 or email the electronic version to *ATSS-SJ-NCOJOURNAL@bliss.army.mil*.



Photo by Master Sgt. Susanna Harper

*The competitors for this year's NCO/Soldier of the Year competition spent the first part of the week-long event at Fort Lee, Va., performing both physical and mental tests in hopes of being named the Army's top NCO or Soldier.*

*Top, Staff Sgt. Brian A. Jakubiak, Headquarters, Headquarters Company, 134th Signal Battalion, 34th Infantry Division, Minnesota Army National Guard, takes a short rest while waiting for the next Warrior Task to test on.*

*Left, Sgt. GuruSahai Good, a health care specialist with the Landstuhl Regional Medical Center, Germany, swigs on a cool bottle of water while awaiting medical attention on the huge blister that adorns her foot. Good got that blister from the 6-mile ruck march that took the competitors through the backwoods and marshes of the Fort Lee firing range.*



Photo by Dave Crozier



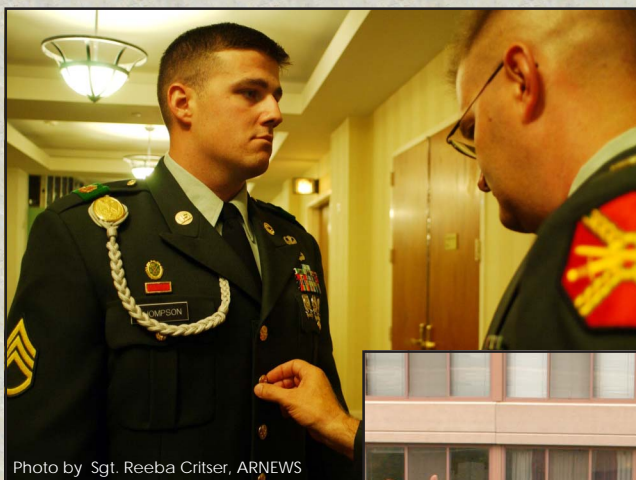


Photo by Sgt. Reeba Critser, ARNEWS

*The competition tested the Soldiers on many levels of Army tasks and knowledge. Top, Staff Sgt. John M. Thompson, Headquarters, Headquarters Company, 80<sup>th</sup> Area Support Group, Chievres Air Base, Belgium, looks pensive as his sponsor adjusts his uniform prior to meeting the board. Right, Staff Sgt. James P. Rehl, 67<sup>th</sup> Forward Surgical Team, Gliedelstadt Army Airfield, Germany, shows his relief after going before the board. Below, Pfc. Karen Antonyan, Military District of Washington Engineer Company, Fort Belvoir, Va., uses a glow stick to illuminate his chart.*



Photo by Dave Crozier



Photo by Staff Sgt. George Sebastian, 55<sup>th</sup> Signal Company, Combat Camera

*Being able to pass the Army's physical fitness test was just one of many physical tasks the Soldiers were put through. Above, Spc. Wilfredo Mendez, Company A, 3rd Military Intelligence Battalion, Camp Humphreys, Korea, completes another push-up during the early morning hours of Day One of the competition. Below center, Sgt. Christopher Fischer, 95th Maintenance Company, Schofield Barracks, Hawaii, is deep in thought before tackling the land navigation course.*



Photo by Staff Sgt. George Sebastian, 55<sup>th</sup> Signal Company, Combat Camera

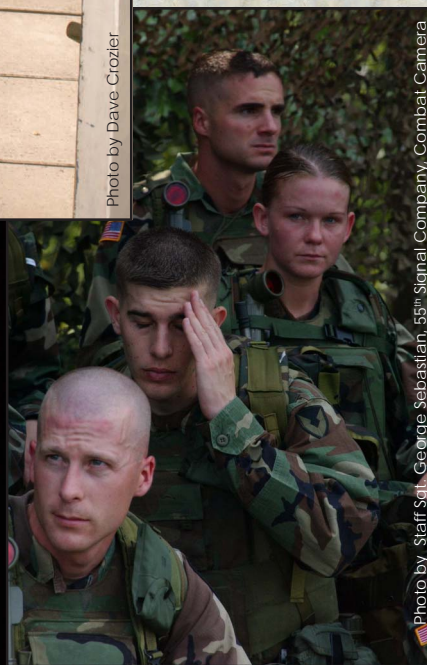


Photo by Staff Sgt. George Sebastian, 55<sup>th</sup> Signal Company, Combat Camera



# If it's Military, it's at Military.com

By Pete DeLauzon  
Media Relations Officer, Military.com

The "one team, one fight," concept formerly reserved for the Army's relationship between its components can now be expanded to include the entire military. If nothing else, today's modern battlefields in Iraq and Afghanistan have proven that Marines and Soldiers on the ground must be able to coordinate with the Airman in the sky and sailors on the sea.

The men and women who make up the five services (Let us not forget the Coast Guard) share more in common with each other than a common enemy. They are all entitled to an elite benefits package and a nearly endless supply of resources that are only available to those brave enough to raise their right hand. One of those resources dedicated to helping servicemembers is *Military.com*.

*Military.com* ([www.military.com](http://www.military.com)) offers its four-million members comprehensive guides to pay and benefits, career and job resources, special discounts, reference material and a robust online community center free of charge.

*Military.com* connects servicemembers, veterans and their families to all the benefits earned in service to America. It is also an excellent information resource for those considering military service, as well as those with an interest in learning about America's armed forces.

## What's Hot

Even though the site is continually updated, its newest feature is the Soldier Tech newsletter. This section, which you can find by scrolling down the left side of the site, gives users a preview of the newest equipment used by the military. It also gives readers a heads-up on equipment that is still under development like the Tank Gun System and its improved Kinetic Energy Penetrators.

## Nuts and Bolts

The Education Center, which can be found through the link at the top of the page, features a Scholarship Finder that assists members in identifying more than \$300 million in available scholarships, some of which are available for family members as well as servicemembers and veterans. A companion School Finder helps members locate military-friendly schools

that often accept credit for military service and training or for examinations such as ACE, DANTES and CLEP. The Education Center also provides a wealth of information of how to access benefits under the GI Bill, Tuition Assistance and various state programs for veterans.

The Resources link provides a comprehensive guide to pay and allowances. *Military.com* also provides information on other available benefits, including VA home loans, Space A-travel, TRICARE and a host of other topics. The site features an in-depth Deployment guide, information specifically prepared for Guard members and Reservists as well as active duty and veterans. It also makes available many



common benefit request forms for download, such as the DD-214.

Under the Careers link *Military.com* offers a Military Professional Development Center, with updated, service-specific career information about promotions, awards, evaluations, special programs and much more. For transitioning servicemembers, *Military.com* works with *Monster.com* to offer substantial job board listing over 100,000 positions. In addition, *Military.com* hosts a Mentor Network of over 50,000 former servicemembers who are willing to assist transitioning individuals find work. The site provides a comprehensive "Skills Translator" which converts members' military training and experience to comparable civilian occupations. A "Salary Wizard" helps individuals calculate the equivalent civilian pay for their military job. If that wasn't enough, *Military.com* also offers helpful articles on job hunting, and a "Resume Writing Guide" specifically designed to assist military personnel to express their military experience in a manner that will be well received by potential civilian employers.

## The Guts

*Military.com* helps keep members informed by offering daily newsletters including the Military Report and the Early Bird, that cover every major development affecting servicemembers and veterans. In addition, there are weekly newsletters specially prepared with news of interest to each branch of the military, as well as periodic newsletters covering topics such as Education, Money Matters and Careers.

Speaking of careers, the site also presents timely news on the web site, as well as in-depth features and opinion pieces written by a wide spectrum of noted experts offering diverse perspectives on topics of interest to the military community. News sources include major dailies, wire services, the Department of Defense, and articles written by military journalists and combat correspondents. There is also an informative "Intel and Rumors" section that includes interesting tidbits of unusual information from the "Hill," the Pentagon and forces in the field. "Intel and Rumors" also provides users a forum to discuss these issues. *Military.com* is particularly proud of its Military Discounts Center, which includes saving for Servicemembers and Veterans offered by nearly 300 providers of goods, services and entertainment.

Among the companies providing discounts are American Airlines, Delta Airlines, Advance Auto Parts, NetZero, Radisson, I-SOO-Flowers, Hickory Farms, Universal Studios

and many wide variety of military clothing, equipment and memorabilia.

## R&R

The Entertainment link is filled with features that will keep users gawking at their screen for hours. For example, Soldiers, Sailors, Airmen, Marines and Coasties can view some sweet video, listen to some unbelievable sound bites or view the newest pictures from around the military in the Shock and Awe room. Users can also test their military knowledge by clicking into the trivia room or update their literary and movie library by checking *Military.com's* list of the best military books and movies.

All of these services and much more are available at no cost to members at <http://www.military.com>. This well-designed, easily accessed site provides free membership and is available not only to servicemembers and veterans, but family members,

The screenshot displays the Military.com homepage with several key sections:

- More Opinions**: A link to additional content.
- CAREERS**: A section with a "Cool Jobs" list including Century Protective - Security Agent, Marketing Firm - Sales Representative, CADstar - Avionics Engineer, Cognisa - Security Officer, and Stratecon - Contract Specialist. It also features a "Main Careers Page" link.
- ENTERTAINMENT**: Includes "Biggest Critic" (Ever watched American Idol? Simon says, "Watch out." [Rick's Tour](#)), "Cartoon Corner" (with a cartoon of a man in a suit), "Military Humor" (Get the latest in [military humor](#): jokes, cartoons, pics and more!), "Tank Blaster!" (The new LOSAT systems are souped-up Humvees that can launch tank-busting missiles in as little as a few seconds. [Under the Radar!](#)), "Spec Ops Test: Raid a Prison Camp! Are you Special Forces material?", "Daily Trivia: Play and Win! Today's Subject: Military Films - John Travolta", and "Fact of the Day: Learn something new! Nothing happened: 3-13 Sept. 1752".
- SUPPLY STORE**: A banner for military gear with the text "Need something that Supply doesn't have? Get it here, at the best prices." and a "GO NOW >>" button.
- IN-DEPTH**: Features "VFW TURNS 105 TODAY!" (VFW celebrates [105 years](#) of tradition, community service and veterans service), "Related Links: [History](#) | [Veterans Associations](#)", "Equipment Guides" (NBC Recon System, Fast Attack Submarine), "INTEL & RUMORS: Top Secret info: The latest unconfirmed [Intel](#) and [Scuttlebutt](#).", and "GLOBAL HOTSPOTS: [Iraq](#), [Afghanistan](#), [Liberia](#), [North Korea](#), [U.S.A.](#)".
- MILITARY LIFESTYLE**: Includes "PFT ANXIETY" (Anxiety is prevalent in our world. It occurs at home, work ... and at [your PFT](#).) and "SPACE-A TRAVEL: Learn about this [unigue](#)".

*There are many interesting links on Military.com that should please most every visitor.*

those considering military service and others with an interest in the armed forces.

(Editor's note: Pete DeLauzon wrote this article on the request of the NCO Journal. The appearance of the article and its content does not constitute endorsement by the U.S. Army or the NCO Journal. It appears as an informational piece for personal use.)



# ANCOC: Un-common

***“NCO schools have to be relevant to today’s Army and a nation at war. Training provided in the Basic and Advanced Noncommissioned Officer Courses should be as such as to prepare NCOs for combat in their next jobs. Schools need to make adjustments to ensure lessons learned from the field are put into the curriculum as quickly as possible so that Soldiers can learn how to lead in combat and not at a stateside post.”***

**Gen. Kevin P. Byrnes  
Commanding General  
Training and Doctrine Command**

**Sgt. Chad T. Jones**

On Oct. 1 the common core of the Advanced Noncommissioned Officer Course (ANCOC) was eliminated from the Noncommissioned Officer Education System (NCOES).

The move, which was implemented by the Army to help the organization meet the needs of an Army at War, is the first of many changes on the way for the current NCOES system, said Sgt. Maj. Agnes Bennett-Green, Directorate of Training and Doctrine, U.S. Army Sergeants Major Academy.

To ensure Soldiers will not be missing out on all of the training lost from the ANCOC common core, four lessons that covered the platoon sergeant’s responsibilities have been migrated to the Basic Noncommissioned Officer Course (BNCOC). These courses will replace similar lessons that covered the same responsibilities and duties at the squad level.

Bennett-Green said the result of the changes will lead to “[section sergeants] leaders that are better prepared to assume the responsibilities of the platoon sergeant.”

Some of the lessons were modified and the times changed without depreciating training value.

The new BNCOC common core will be decreased from a 13-day course to a 12-day course. This change will be possible because the duty day will be increased from 8 hours to 9 hours.

This extra hour will eliminate the need for any major changes to resources and personnel scheduling while decreasing the impact on the home unit, said Bennett-Green.

The fiscal year October 05 course will be 94 academic hours with an additional four hours of administrative time.

## Some Changes

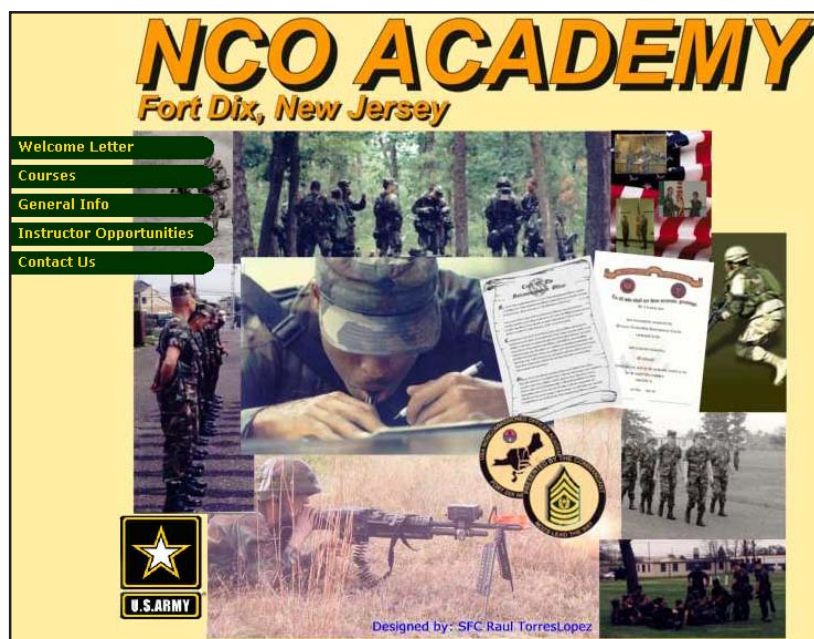
The Army Physical Readiness Test will be a lesson and a Graduation Requirement as opposed to an entry requirement. This change will allow Soldiers to remain in the course and develop physical training action plans to correct problems.

The Ethical Decision Making process lesson will now incorporate case studies that students will work through.

The Department of the Army has directed that the Army Homosexual and EEO Programs remain as separate lessons. Also, the Army writing style and Army Briefings will still be separate lessons because the Army found that combining the two did not save any time and that separate evaluations are needed. (See the matrix on the next page for the complete class courses along with what courses were migrated from the ANCOC Common Core.)

Soldiers will still be required to complete Phase II of ANCOC.

Initial reports from NCO academies show that students are handling the new changes very well, said Sgt. 1<sup>st</sup> Class David C. May, operations NCO, Fort Bliss NCO Academy.



***NCO academies across the Army, like the Fort Dix academy above, are changing the course curriculum to meet the new requirements.***

Fort Bliss has been training Soldiers with the new BNCOC program since July. “A lot of these Soldiers are coming here from Iraq so they are helping instructors with lessons learned, and they are sharing a lot of information with the Small Group Leaders. We are implementing that input into our future lesson plans,” May said.

The Soldiers feedback is helping transform the courses into more of a warfighting class.

“We are taking what we are discussing in the classroom and taking it out to Situational Training Lanes (STX) which is helping to make better prepared NCOs,” May said.



# What you can expect

## SUSTAINED COURSES

**ETHICAL BEHAVIOR**

**ENFORCE THE EO PROGRAM**

**COUNSELING**

**FINANCIAL MANAGEMENT**

**THE ARMY'S HOMOSEXUAL POLICY**

**TRAINING MANAGEMENT**

**SUPERVISE SQUAD LEVEL PMCS**

**GRAPHICS AND OVERLAYS**

**TROOP LEADING PROCEDURES**

**SQUAD TACTICAL OPERATIONS**

## REVISED COURSES

**COMMUNICATE EFFECTIVELY**

**THE ARMY WRITING STYLE**

**CONDUCT A MILITARY BRIEFING**

**NCO EVALUATION REPORTING**

**RISK MANAGEMENT**

**SUICIDE PREVENTION**

**PLANS, ORDERS, AND ANNEXES**

**RESPONSIBILITIES IN A CHEMICAL ENVIRONMENT**

**INTELLIGENCE/ELECTRONIC WARFARE (IEW) OPERATIONS**

**UNIT HEALTH PROMOTION**

## MIGRATING ANCOC COURSES

**DEVELOP SUBORDINATE LEADERS**

**MOTIVATE SUBORDINATES**

**ETHICAL DECISION-MAKING**

**DEVELOP COHESIVE TEAMS**

## NEW BNCOC COURSES

**CASUALTY EVACUATION**

**CULTURAL AWARENESS**

**TOTAL FITNESS PROGRAM**

**ESTABLISHING CHECK POINTS**

**SAFEGUARD AGAINST IEDs**

**“NCOES has to be focused on today. Training must be directly relevant to an Army at war or otherwise it is wrong.”**

*Gen. Kevin P. Byrnes  
Commanding General  
Training and Doctrine Command*





# Junior Soldiers help bring Army its newest recruits

Sgt. Chad T. Jones

Around 400 B.C., Plato hypothesized persuasion boils down to a communicator's ability to appeal to someone's Ethos (authority), Pathos (emotion), or Logos (logic or reason). Today, as in Plato's time, the key to a persuasive argument comes down to the speaker. That's why in a time of Hi-def TVs, satellite radios and Web pages filled with advertising, the salesman still knocks on the door, or in the Army's case, the recruiter still visits the classroom.

The new E4 Detailed Recruiter and five-year-old Corporal Recruiter programs have benefited many of the most junior NCOs by giving them a chance to develop into professional NCOs and return to their home town for recruiting duty where they go into America's schools in an attempt to fuse Plato's rhetoric with peer influence, wrote Sgt. Maj. of the Army Kenneth O. Preston.

"The programs' goal is to bring some young, spirited Soldiers into recruiting to tell the Army story to their civilian peers," wrote Preston in an August article.

The volunteer corporal recruiting program is open to interested privates first class and specialists who meet recruiter qualifications outlined in AR 601-1, [http://www.USAPA.army.mil/pdf/files/r601\\_1.PDF](http://www.USAPA.army.mil/pdf/files/r601_1.PDF). Additionally, Soldiers must be single and have at least 24-months time remaining in service upon signing in at their recruiting unit.

The E4 Detailed Recruiter Program is open to specialists and corporals who are married with no more than two dependents and they can serve a two-year tour in recruiting if they can meet the recruiter qualifications specified in AR 601-1.

Both programs attract Soldiers because it gives them a chance to be part of a real-world mission, said Spc. Joel Alvarado who is a recruiter in Elizabeth, N.J.

"I wanted to become a recruiter because it's one of the only jobs that have

an instant impact in today's Army and in the defense of this Nation," he said.

Preston added that being part of a real-world mission gives the young recruiters a sense of self satisfaction because they know they are part of the Army's success.

Another advantage to the recruiting program is that it gives Soldiers a chance to go back to their hometown and make a difference, said Cpl. Scott Davis, Gulfgate Recruiting Station, Houston.

"I wanted the chance to come back to my hometown and make a difference in my community. I knew that a lot of my friends and people in my community could use the opportunities that the Army had to offer," he said.

"I can see the positive affect I have had on many of [the students] when they come back from basic training," said Cpl. Matthew Fish, Rock Hill S.C.

Being stationed close to home is only one of the perks that come with being a corporal recruiter. Other incentives include 38 promotions points for completing the six-week recruiting





course at Fort Jackson, S.C., \$450 monthly special-duty pay, and the opportunity to select their next overseas assignment or assignment to any U.S. based installation.

The biggest benefits of being a corporal recruiter, Davis said, are the responses he gets from parents of a new recruit and the professional relationship he builds with his NCO counterparts.

"The most rewarding part of being a corporal recruiter is the expressions I get from peers and parents," Davis said. "I am, or near, the same age as a lot of the people joining today, and the parents see how mature and successful I am, and would like to see their son or daughter be the same.

"The thing I like most about recruiting is the unique chance for someone like me to be surrounded by professional NCOs and leaders from many different fields," Davis continued. "I can learn how to lead, be successful and how to take care of Soldiers from many different seasoned NCOs and learn from their experiences."

One of those NCOs is Sgt. 1st Class Anthony Zarate who was one of the original corporal recruiters and is now a recruiting station commander in Portland, Maine. He believes the most rewarding part of being a recruiter is knowing that the job we do does matter to both the Army and the recruits. It's a great sense of accomplishment when a young Soldier comes home on leave after training and one of the first people [he or she] gets in touch with is you."

Soldiers who volunteer for the program must be ready for a challenge because "there's never a dull moment in recruiting. The mission never lets up and the rules are always changing," he said.

Preston wrote in his article that leaders at every level need to identify exceptional privates first class and specialists and counsel them on the aspects of the Corporal Recruiting and E4 Detailed Recruiting Programs.

"We do ourselves, and our Army, a tremendous service when we send these young Soldiers out to the civilian population to represent us and identify those who would wear the uniform of an American Soldier. Especially identifiable would be Soldiers returning from Operation Iraqi and



U.S. Army Photo

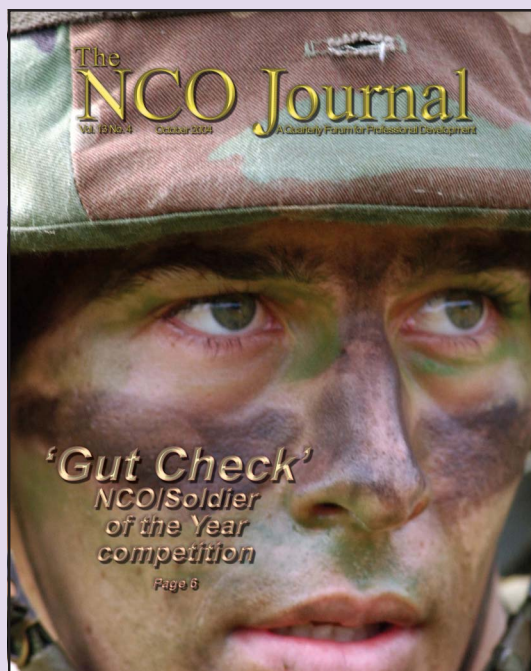
**Corporal Recruiters like Cpl. Scott Davis, above, who is currently assigned to the Gulfgate Recruiting Station, Houston, are helping the Army fill its ranks. These young Soldiers spend much of their time talking to youth in their hometowns in hopes of getting the Army its newest recruits.**

Enduring Freedom rotations who can help tell the Army story. We need these young warriors to tell of their experiences in combat and specifically, talk about the good things Soldiers are accomplishing in the Global War on Terrorism," Preston wrote.

Soldiers interested in applying for either the Corporal Recruiter or E4 Detailed Recruiter Program should contact their retention NCO or call Sgt. 1st Class Sammy Payne at DSN 221-5818 or commercial (703) 325-5818.

*Editor's note: Information from this story was provided by the U.S. Army Recruiting Command.*





# New editor hopes field continues to support the *NCO Journal*

As the new Editor of this magazine, I hope the *NCO Journal* continues to receive the same support it received when Master Sgt. Lisa Hunter was at the helm. We need continued contributions and story ideas. We would like to do more stories in the lessons-learned category. These lessons can even be on an individual basis, something as simple as packing for a deployment. We don't mean a packing list. We mean packing so you can get to what you need quickly and not losing items enroute. You do not have to be the deployer to impart wisdom or even a command sergeant major. A group of green privates can become subject matter experts.

For example, when I was covering 21<sup>st</sup> Theater Support Command's pushing of 10,000 Soldiers to Iraq, Afghanistan and Kosovo from Nuremberg, Germany, I had the opportunity to do a story on more than 20 dedicated Soldiers and an Airman who were moving baggage. Some readers might remember deployments where they had to carry their own bags or give up a detail made up of the deploying Soldiers. This was not the case during this move to Iraq. The goal was to make the deployment as smooth as possible, and the United States Army Europe Commander, Gen. B. B. Bell, had said he did not want the deploying Soldiers to have to load their own bags onto the plane. Once the deploying Soldiers arrived at the Deployment Processing Center, headquartered by Mannheim-based 51<sup>st</sup> Maintenance Battalion, 29<sup>th</sup> Support Group, 21<sup>st</sup> Theater Support Command, they stepped off the buses with only their carry-on luggage. The baggage detail, which was divided into a day and a night shift, pulled the bags off the buses and sorted them into trailers. When that group's flight arrived, the baggage detail put the bags onto plane. These young Soldiers, most of whom had just arrived into the Army, Germany and the 1<sup>st</sup> Infantry Division, learned a lot about the ins and outs of packing a ruck and demonstrated the Army's core values in the process. They were assigned a detail, and they made it their mission. The average length of service for these Soldiers at that point was about four months. They might have been a mix of tankers, infantry, tank mechanics, and administration specialists, but they saw their job as important.

They identified with the deploying Soldiers. As in, "If I were going to Iraq for a year, I would want my walkman, family photo, knife, deck of cards etc." They picked up loose knives, photos, pocket computers, laptop computers, and they repacked and taped up bags that had burst their zippers. The loose items were placed in white plastic bags and packed last in the baggage compartment. Laptop computers were given to the flight commander. Alone on the windswept airport, sometimes in the rain and snow, day or night, they raced slot times to stow all baggage and even the bits that fell out of improperly packed duffle bags and ruck sacks. If a plane does not take off from the airport during its allotted time, or slot time, it can be delayed for up to 72 hours. When all was said and done, they had moved thousands of tons of luggage, all the planes made their slot times, and they became subject matter experts on how to pack or how not to pack for a deployment.

The *NCO Journal* would like to do stories on how you survived and what you learned from your adventures; from baggage handling and how to pack, to convoy operations and surviving a suicide bomber. You can send your ideas to our managing editor, Dave Crozier at [david.crozier@bliss.army.mil](mailto:david.crozier@bliss.army.mil) or to myself at [susanna.harper@bliss.army.mil](mailto:susanna.harper@bliss.army.mil). We look forward to your input and ideas.

The *NCO Journal* will continue to strive to give the Army's noncommissioned officers news they can use. The October edition is no exception.

In this edition, see how the Army's youngest NCOs are recruiting their future peers as Corporal Recruiters in a piece by *Journal* Staffer Sgt. Chad Jones, on page 26. Sgt. Jones also talks to the folks at the U.S. Army Sergeants Major Academy Directorate of Training and Doctrine to find out the upcoming changes to BNCOC and ANCO. Find out who first tagged the NCO as the "backbone of the Army" and learn about the struggle to establish the first NCO Academies by reading Dr. Robert Bouily's history of the NCO on page 16.

Master Sgt. Susanna Harper  
Editor



*From the field:*

# Don't get me wrong, but voting isn't a right

*By Elsie Jackson*

Exercise your right to vote? Voting is a privilege? Wrong. That's right. Wrong.

Rights and privileges are benefits, advantages ... favors. It's true. I looked the words up in the dictionary.

And while being able to cast a vote for the candidates of your choice to represent you is certainly more advantageous than living in a country presided over by a despot-of-the-month, voting isn't just a "perk" because we're Americans.

Voting is every citizen's responsibility. Responsible, as in accountable, answerable, liable. An obligation. Something you do because it's the right thing to do.

If voting was a right, it would be available if and when we wanted, or needed, to take advantage of it. We all have the right to worship freely, but does everyone you know show up at church every Sunday?

If voting was just a privilege, only "special" people would be allowed to do it. And that wouldn't be right. Besides, privileges can be earned or given and just as easily taken away. Ask my daughter.

Nope. Voting is more than something we do every few years because we are lucky enough to live in a free country and we can.

Casting an educated vote is every responsible adult American's responsibility.

And for some of us more, um, shall we say "experienced" citizens, here's some extra motivation. Young people are registering to vote in droves thanks to programs like MTV's "Get Out the Vote" campaign.

You really want your tax dollars spent by candidates elected by kids who are voting thanks to MTV? I didn't think so.

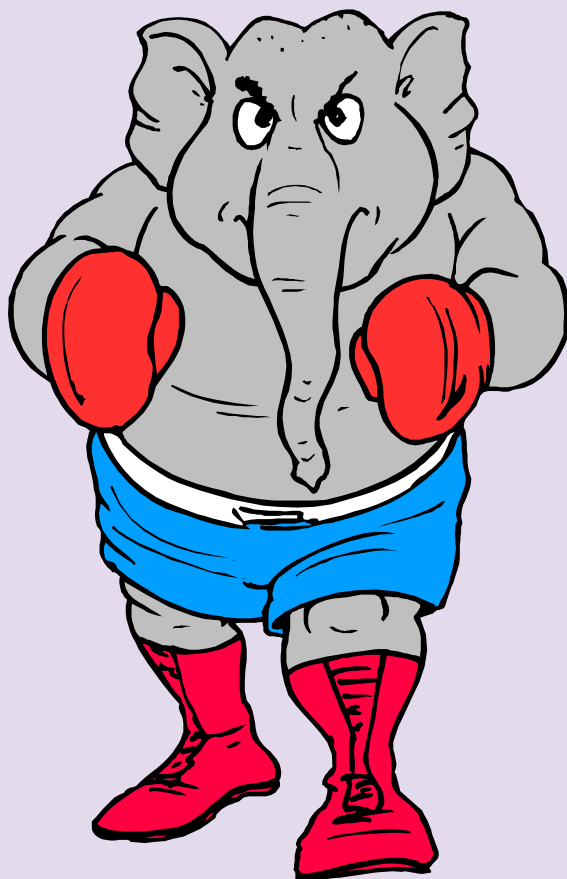
So get out there and vote.

It's not a right; it's the right thing to do.

It's not a privilege, because it's more than a "perk" for being American.

It's a responsibility. And it's yours. Mine. Ours.

*(Editor's note: Elsie Jackson works for the Infantry Center Public Affairs, Office, Fort Benning, Ga.)*





# Letters

## Seeking Army Values posters

I'm stationed at the Joint Forces Training Base in Los Alamitos, Calif. with the 3/363rd Training Battalion. I'm an active duty Soldier serving as the SR Medical NCO. I really enjoy the *NCO Journal* and for the past 10 ten years have used it time and time again for research and as a reference. It serves as a link between me and my NCO counterparts around the world. I have refused to discard about 6 years worth of issues. Just recently I got SMA Preston to autograph the April 2004 issue when visited the JFTB. I also have the issue featuring the first 10 SMAs signed by former SMA Gene VanAuntry. How is that for a supporter and collector of the outstanding job your staff does. My true reason for writing you today was to inquire about how and where I can find copies of the ARMY Values Posters. Your assistance would be greatly appreciated. Thank you in advance and by all means continue what you do so well; keeping NCOs, rooted, informed, and mission focused.

*Master Sgt. Darryl W. Warren  
Los Alamitos, CA*

*Editor's Note: Thank you for all the kind words. It is always a pleasure to hear from the field about how well the NCO Journal is being received and read. As for obtaining copies of the Army Values posters, we found that Ft. Eustis has them on their site at [http://www.eustis.army.mil/Army\\_Value\\_Posters/values.html](http://www.eustis.army.mil/Army_Value_Posters/values.html). Each of the posters is in JPEG format and are approximately 15" x 23" at 72 DPI and are very clean copies. You can print them out at this size, and you should not loose any detail. You can also reduce them with no problem. There are other avenues to get these posters, but we felt this link was the easiest. Again, thanks for the great comments and your continued support of the Journal.*

## Balance in the total force

The Guard and Reserve make up almost 40 percent of those deployed in Iraq. The deployment lengths of the Guard/Reserve are comparable to those of their active duty counterparts.

Active duty forces get immediate retirement pay when they retire. Guard/Reserve continue to wait until age 60 to get a much smaller pay based on equivalent number of days (points) of active duty service (partial pay).

These differences actually amount to a Guard/Reservist receiving only 57 percent as much retirement pay per day served. If retirement pay started at age 55 (a current proposal in Congress); that disparity could be reduced to only 74 percent.

Even civilian employers with part-time workers have more balanced programs for their employees. No civilian employer asks a person to wait decades after retirement to receive their first retirement check, part-time or full-time.

Updating the retirement system to age fifty-five was done for other federal government workers in the early 1960s. Congress skipped the Guard/Reserve.

The current DOD expectation is that the average Guard/Reservist will be deployed for at least one year out of every 4-5 years. Prior to the end of the cold war (larger military), that was not the expectation. This very modest proposal is not too much to ask for in the light of these new realities (Optempo increase of over 1,200 percent for the last 12 years).

The Guard/Reserve save the taxpayer a lot of money by serving as essentially military "temps." Taxpayers have been able to save tens of billions through a smaller military, and because we didn't need to pay for Guard/Reservists the entire year around (salary, housing, medical care, immediate retirement pay, etc.). The yearly cost to maintain a Guard/Reservist is less than 1/5 that of active duty personnel (when not deployed).

The Guard/Reserve have been a huge bargain for the American taxpayer. Let's not take them for granted. Let's try to be a little more evenhanded. The Guard/Reserve really need the full support of the members of the active components on this issue.

*Master Sgt. David McHenry  
Jefferson Barracks, St. Louis, Mo.*

## Thanks for your support

I wanted to personally thank everyone with the NCO Journal staff for the support you have given to the Army Warrant Officer Recruiting Program.

The information you have published on our behalf is very much appreciated and the articles are exceptional. Your support has had a direct impact on the increase in leads generated and more than once I've personally taken a phone call from a soldier who was influenced by your publication.

If the support can ever be reciprocated, please do not hesitate to contact me.

*Chief Warrant Officer 3(P) Jack Bailey  
Chief, Warrant Officer Recruiting Branch  
Special Missions Division  
USAREC G-3*



## CSM lauds Guard/Reserve performance

I am proud to represent the 1.4 million Reservists of the Army, Navy, Air Force, Marines, Coast Guard and the Army and Air National Guard as we fight the global war on terrorism. We are an all-volunteer military supporting our Nation at war.

As I travel around to the Power Projection Sites, Training Sites (National Training Center/Joint Readiness Training Centers) and Family Support Activities, I am so proud of our military personnel and their families. Being mobilized is tough on the family, the employer and the military member, but you have answered the call with very positive support.

We have asked you to step up for Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM, and you have made your Nation proud.

We must stay focused on several areas:

- Safety at all times
- Training as a warrior - respond to leadership challenge
- Enforce the service values everyday

We have approximately 164,000 Reservists mobilized in more than 120 countries. The operational tempo is much higher than in the past. We must emphasize safety. When a military person is hurt or dies because of a preventable accident, it's an unnecessary loss and tragedy. The personnel of our military are our most valued assets.

We have sent the best-trained, most qualified noncommissioned officer corps to war and you are doing a great job. Everyone has leadership responsibilities when it comes to our military values. We have legal, moral and ethical values to defend everyday as a warrior at war and everyday as a civilian in our other life.

The most asked question as I travel [around] Afghanistan, Iraq, Kuwait and other locations is, "Do the American civilians on the street support us?" I always answer "yes." We must serve and preserve that trust that they put into every military person as you represent the United States of America.

We in OSD/Reserve Affairs work everyday to support Reserve families, to make things better for them each and everyday. You are the reason we are here and you are the best of the best. Our thoughts and prayers are with you and your family. Tell your families thanks for their support of you as you support the global war on terrorism.

"Freedom Is Not Free."

*Command Sgt. Maj. Lawrence W. Holland  
Senior Enlisted Advisor to the Assistant  
Secretary of Defense for Reserve Affairs*

## Re: Insignia ideas

I have read with great interest Sergeant Major Vasquez's ideas about insignia change in the April 2003 issue, and the resulting letters in the January 2004 issue. I have had several ideas which touch on this issue for a number of years which I would like to share with the NCO community.

First, is an idea which isn't mine, but I have heard it talked about a number of times over the years, starting in 1992 at Fort

Hood. The idea is that every Soldier who graduates from Primary Leadership Development Course (PLDC) should return to their units as NCOs. What I am suggesting is that for those specialists who have not yet "made points" for promotion to sergeant, be laterally appointed to corporal until they do make points - regardless of whether or not they are "serving in an NCO billet."

My reasoning is this: If we promote to sergeant regardless of what billet the Soldier is serving in, then why not appoint to corporal? This requires a seed-change in thinking about the transition from private to NCO.

By my observation, specialists who return from PLDC and have to keep working to make points in their MOS face one of a couple different scenarios. First, they return to their unit and are still regarded as junior enlisted Soldiers and go back to their daily routines as specialists until they make points. Second, is the same as the first scenario, except that the specialist now has to attend NCO Professional Development and is given some responsibilities, but not all the responsibilities, of an NCO (i.e. they cannot pull Staff Duty NCO) and none of the authority of an NCO.

Under my plan these Soldiers, who are fully-qualified to serve as NCOs, having been selected and trained to be NCOs, would be given not only the responsibilities of an NCO, but the respect and authority of an NCO as well. While it is true that a specialist can be in charge of a shift, he is not the shift NCOIC. The difference may not matter to those in the unit, it does make a difference when conducting business with other units.

With my plan, PLDC would become a "Right of Passage" into the NCO Corps for every new NCO, and every PLDC graduation would be a promotion ceremony to either sergeant, if the Soldier has already made points, or corporal if they haven't. It's a "no-cost/low-cost" program for the Army since the new corporals are still E-4s (no change in pay), Soldiers are billeted as "specialist/corporal and below" so it wouldn't affect unit manning documents. The only cost involved is purchasing corporal insignia for those who haven't yet made points.

On the specific topic of rank insignia, I say leave them as they are. If vision is the engine which drives us forward, then tradition is the chassis upon which we ride. The only change I would make if I "ran the Army" would be to use the same insignia the Army Band uses on dress uniforms for all NCOs throughout the Army. This would be more aesthetically pleasing and would allude to our rich history and traditions.

*Sgt. 1st Class E. C. Altveter IV  
201st MI BN, Fort Gordon, GA*

## Journal seeks your input

The *NCO Journal* welcomes your thoughts and encourages you to write to: The NCO Journal, 11291 SGT E Churchhill Street, Fort Bliss, Texas, 79918-8002 or e-mail us at [ATSS-SJ-NCOJOURNAL@bliss.army.mil](mailto:ATSS-SJ-NCOJOURNAL@bliss.army.mil). We reserve the right to edit your comments for clarity, grammar, spelling and length.



# Roll call

o f t h e f a l l e n

## Operation Iraqi Freedom

*Sgt. Brandon E. Adams, 22, Hollidaysburg, Penn., Sept. 19, 2004 ♦ Spc. Clarence Adams III, 28, Richmond, Va., Sept. 7, 2004 ♦ Capt. Eric L. Allton, 34, Houston, Texas, Sept. 28, 2004 ♦ Spc. Yoe M. Aneiros, 20, Newark, N.J., Sept. 7, 2004 ♦ Pfc. Collier E. Barcus, 21, McHenry, Ill., July 8, 2004 ♦ Sgt. Michael C. Barkey, 22, Canal Fulton, Ohio, July 7, 2004 ♦ Pfc. Nicholas H. Blodgett, 21, Wyoming, Mich., July 21, 2004 ♦ Staff Sgt. Elvis Bourdon, 36, Youngstown, Ohio, Sept. 6, 2004 ♦ Pfc. Samuel R. Bowen, 38, Cleveland, Ohio, July 7, 2004 ♦ 1<sup>st</sup> Lt. Tyler H. Brown, 26, Atlanta, Ga., Sept. 14, 2004 ♦ Spc. Joshua I. Bunch, 23, Hattiesburg, Miss., Aug. 6, 2004 ♦ Capt. Christopher S. Cash, 36, Winterville, N.C., June 24, 2004 ♦ Sgt. Robert E. Covill Jr., 31, Anderson, Ind., July 8, 2004 ♦ Spc. Gregory A. Cox, 21, Carmichaels, Penn., Sept. 27, 2004 ♦ Pfc. Kevin A. Cuming, 22, North White Plains, N.Y., Aug. 21, 2004 ♦ Spc. Edgar P. Daclan Jr., 24, Cypress, Calif., Sept. 10, 2004 ♦ Spc. Danny B. Daniels II, 23, Varney, W.V., July 20, 2004 ♦ Pfc. Torey J. Dantzler, 22, Columbia, La., July 22, 2004 ♦ Spc. Shawn M. Davies, 22, Aliquippa, Pa., July 8, 2004 ♦ Staff Sgt. Donald N. Davis, 42, Saginaw, Mich., Aug. 24, 2004 ♦ Spc. Lauro G. DeLeon Jr., 20, Floresville, Texas, Sept. 8, 2004 ♦ Sgt. Jacob H. Demand, 29, Palouse, Wash., Sept. 14, 2004 ♦ Spc. Daniel A. Desens, 20, Jacksonville, N.C., June 24, 2004 ♦ Spc. Anthony J. Dixon, 20, Lindenwold, N.J., Aug. 1, 2004 ♦ Spc. Chad H. Drake, 23, Garland, Texas, Sept. 7, 2004 ♦ Spc. Robert L. DuSang, 24, Mandeville, La., June 30, 2004 ♦ Spc. William R. Emanuel IV, 19, Stockton, Calif., July 8, 2004 ♦ Sgt. James D. Faulkner, 23, Clarksville, Ind., Sept. 8, 2004 ♦ Pfc. Raymond J. Faulstich Jr., 24, Leonardtown, Md., Aug. 5, 2004 ♦ Sgt. Jeremy J. Fischer, 26, Lincoln, Neb., July 11, 2004 ♦ Spc. Craig S. Frank, 24, Lincoln Park, Mich., July 17, 2004 ♦ Spc. Tomas Garces, 19, Weslaco, Texas, Sept. 6, 2004 ♦ Spc. Joseph M. Garback Jr., 24, Cleveland, Ohio, July 8, 2004 ♦ 2<sup>nd</sup> Lt. James Michael Goins, 23, Boomer Springs, Kan., Aug. 15, 2004 ♦ Sgt. Tommy L. Gray, 34, Roswell, N.M., Aug. 3, 2004 ♦ Pfc. Devin J. Grella, 21, Medina, Ohio, Sept. 6, 2004 ♦ Staff Sgt. Guy S. Hagy Jr., 31, Lodi, Calif., Sept. 13, 2004 ♦ Pfc. Adam J. Harris, 21, Abilene, Texas, Sept. 22, 2004 ♦ Pfc. Torry D. Harris, 21, Chicago, Ill., July 13, 2004 ♦ Sgt. 1<sup>st</sup> Class David A. Hartman, 41, Akron, Mich., July 17, 2004 ♦ Spc. David M. Heath, 30, LaPorte, Ind., Aug. 16, 2004 ♦ Spc. Jeremy M. Heines, 25, New Orleans, La., June 26, 2004 ♦ Spc. Joshua J. Henry, 21, Avonmore, Pa., Sept. 20, 2004 ♦ Spc. Armando Hernandez, 22, Hesperia, Calif., Aug. 1, 2004 ♦ Spc. Joseph F. Herndon II, 21, Derby, Kan., July 29, 2004 ♦ Spc. Julie R. Hickey, 20, Galloway, Ohio, June 30, 2004 ♦ Staff Sgt. Aaron N. Holleyman, 26, Glasgow, Mont., Aug. 30, 2004 ♦ Capt. Andrew R. Houghton, 25, Houston, Texas, Aug. 9, 2004 ♦ Spc. Benjamin W. Isenberg, 27, Sheridan, Ore., Sept. 13, 2004 ♦ Spc. David W. Johnson, 37, Portland, Ore., Sept. 25, 2004 ♦ Staff Sgt. Charles A. Kiser, 37, Cleveland, Wis., June 24, 2004 ♦ Staff Sgt. Lance J. Koenig, 33, Fargo, N.D., Sept. 22, 2004 ♦ Spc. Charles R. Lamb, 23, Casey, Ill., Sept. 5, 2004 ♦ Pfc. Ken W. Leisten, 20, Cornelius, Ore., July 28, 2004 ♦ Sgt. Dale T. Lloyd, 22, Watsonstown, Pa., July 19, 2004 ♦ Pfc. Jason N. Lynch, 21, St. Croix, Virgin Islands, June 18, 2004 ♦ Staff Sgt. Paul C. Mardis Jr., 25, Palmetto, Fla., July 15, 2004 ♦ Pfc. Ryan A. Martin, 22, Mount Vernon, Ohio, Aug. 20, 2004 ♦ Staff Sgt. Stephen G. Martin, 39, Rhinelander, Wis., July 1, 2004 ♦ Pfc. Jesse J. Martinez, 20, Tracy, Calif., July 14, 2004 ♦ Spc. Michael A. Martinez, 29, Juan Diaz, Puerto Rico, Sept. 8, 2004 ♦ Spc. Jacob D. Martir, 21, Norwich, Conn., Aug. 18, 2004 ♦ Spc. Patrick R. McCaffrey Sr., 34, Tracy, Calif., June 22, 2004 ♦ Pfc. Ryan McCauley, 20, Lewisville, Texas, Sept. 5, 2004 ♦ Spc. Donald R. McCune, 20, Ypsilanti, Mich., Aug. 4, 2004 ♦ Sgt. Shawna M. Morrison, 26, Champaign, Ill., Sept. 5, 2004 ♦ Spc. Clifford L. Moxley Jr., 51, New Castle, Penn., Sept. 25, 2004 ♦ Spc. Charles L. Neeley, 19, Mattoon, Ill., Aug. 25, 2004 ♦ Spc. Justin B. Onwordi, 28, Chandler, Ariz., Aug. 2, 2004 ♦ Staff Sgt. Gregory V. Pennington, 36, Glade Spring, Va., June 21, 2004 ♦ Pfc. Luis A. Perez, 19, Theresa, N.Y., Aug. 27, 2004 ♦ Pfc. Charles C. Persing, 20, Albany, La., July 19, 2004 ♦ Pfc. David L. Potter, 22, Johnson City, Tenn., Aug. 7, 2004 ♦ Sgt. Tyler D. Prewitt, 22, Phoenix, Ariz., Sept. 28, 2004 ♦ Pfc. James W. Price, 22, Cleveland, Tenn., Sept. 18, 2004 ♦ 1<sup>st</sup> Lt. Timothy E. Price, 25, Midlothian, Va., Sept. 7, 2004 ♦ Spc. Omead H. Razani, 19, Los Angeles, Calif., Aug. 27, 2004 ♦ Spc. Brandon M. Read, 21, Greenville, Tenn., Sept. 6, 2004 ♦ Sgt. Tatjana Reed, 34, Fort Campbell, Ky., July 22, 2004 ♦ Cpl. Demetrius L. Rice, 24, Ortonville, Minn., July 14, 2004 ♦ Pfc. Henry C. Risner, 26, Golden, Colo., Aug. 18, 2004 ♦ Sgt. Thomas C. Rosenbaum, 25, Hope, Ark., Sept. 18, 2004 ♦ Spc. Marco D. Ross, 20, Memphis Tenn., Aug. 25, 2004 ♦ Spc. Sonny G. Sampler, 23, Oklahoma City, Okla., July 8, 2004 ♦ 1<sup>st</sup> Lt. Neil Anthony Santoriello, 24, Verona, Penn., Aug. 13, 2004 ♦ Pfc. Brandon R. Sapp, 21, Lake Worth, Fla., Aug. 15, 2004 ♦ Spc. Jeremiah W. Schmunk, 21, Richland, Wash., July 8, 2004 ♦ Sgt. Daniel Michael Shepherd, 23, Elyria, Ohio, Aug. 15, 2004 ♦ Pfc. Harry N. Shondee Jr., 19, Ganado, Ariz., Aug. 3, 2004 ♦ 2<sup>nd</sup> Lt. Brian D. Smith, 30, McKinney, Texas, July 2, 2004 ♦ Sgt. Skipper Soram, 23, Kolonia Pohnpei, Federated States of Micronesia, Sept. 22, 2004 ♦ Pfc. Jason L. Sparks, 19, Monroeville, Ohio, Sept. 8, 2004 ♦ Pfc. Nathan E. Stahl, 20, Highland, Ind., Sept. 21, 2004 ♦ 2<sup>nd</sup> Lt. Matthew R. Stovall, 25, Horn Lake, Miss., Aug. 22, 2004 ♦ Sgt. DeForest L. Talbert, 24, Charleston, W. Va., July 27, 2004 ♦ Sgt. 1<sup>st</sup> Class Linda Ann Tarango-Griess, 33, Sutton, Neb., July 11, 2004 ♦ Capt. Michael Yury Tarlavsky, 30, Aug. 12, 2004 ♦ Spc. Joseph C. Thibodeaux, 24, Lafayette, La., Sept. 1, 2004 ♦ Sgt. Carl Thomas, 29, Phoenix, Ariz., Sept. 14, 2004 ♦ Staff Sgt. Robert Thornton Jr., 35, Rainbow City, Ala., Aug. 23, 2004 ♦ Pfc. Joshua K. Titcomb, 20, Somerset, Ky., Sept. 29, 2004 ♦ Spc. Brandon T. Titus, 20, Boise, Idaho, Aug. 17, 2004 ♦ 2<sup>nd</sup> Lt.*



*Andre D. Tyson, 33, Riverside, Calif., 21 June 2004 ♦ Spc. Robert Oliver Unruh, 25, Tucson, Ariz., Sept. 25, 2004 ♦ 1<sup>st</sup> Sgt. Ernest E. Utt, 38, Hammond, Ill., June 27, 2004 ♦ Staff Sgt. Gary A. Vaillant, 41, Trujillo, Puerto Rico, Sept. 5, 2004 ♦ Sgt. 1<sup>st</sup> Class Joselito O. Villanueva, 36, Los Angeles, Calif., Sept. 27, 2004 ♦ Staff Sgt. David J. Weisenburg, 26, Portland, Ore., Sept. 13, 2004 ♦ 1<sup>st</sup> Lt. Charles L. Wilkins III, 38, Columbus, Ohio, Aug., 20, 2004 ♦ Spc. Thai Vue, 22, Willows, Calif., June 18, 2004 ♦ Sgt. Christopher A. Wagener, 24, Fairview Heights, Ill., July 1, 2004 ♦ Sgt. James G. West, 34, Watertown, N.Y., July 11, 2004 ♦ Spc. Dana N. Wilson, 26, Fountain, Colo., July 11, 2004 ♦ Spc. Nicholas J. Zangara, 21, Philadelphia, Pa., July 24, 2004 ♦ Spc. Mark Anthony Zapata, 27, Edinburg, Texas, Aug. 15, 2004*

## Operation Enduring Freedom


*Sgt. Bobby E. Beasley, 36, Inwood, W. Va., Aug. 7, 2004 ♦ Staff Sgt. Craig W. Cherry, 39, Winchester, Va., Aug. 7, 2004 ♦ Sgt. Daniel Lee Galvan, 30, Moore, Okla., Aug. 12, 2004 ♦ Staff Sgt. Robert S. Goodwin, 35, Albany, Ga., Sept. 20, 2004 ♦ Staff Sgt. Tony B. Olaus, 30, Walhalla, S.C., Sept. 20, 2004 ♦ Spc. Juan M. Torres, 25, Huston, Texas, July 12, 2004 ♦ Spc. Wesley R. Wells, 21, Libertyville, Ill., Sept. 20, 2004*

(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004, April 2004 and July 2004 issues. The names that appear in this Honor Roll are those that have been released since June 21, 2004 and are current as of October 1, 2004.)

*You Are Not  
Forgotten*







Strategy without tactics is the slowest route  
to victory. Tactics without strategy is the  
noise before defeat.

Sun Tzu  
Author, *Art of War*

U.S. Army photo

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